

PRINTERS' INK

Registered U. S. Patent Office
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VOL. CXXXVIII, No. 13

NEW YORK, MARCH 31, 1927

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B. A. I. S. 1902 with N. W. Ayer & Son



*"The moving finger writes;
and having writ, moves on—"*

ONE hundred years ago the handwriting of the Joseph Dixon Crucible Company, of Jersey City, N. J., first appeared upon the wall of American industry.

As the years have come and gone, Dixon, in the graphite field, has won greater and greater place and esteem. Today they are leaders in their line.

Twenty-five years ago Advertising Headquarters were invited to collaborate in increasing the appreciation of Dixon products, and to bring them to the attention of a greater audience.

Advertising Headquarters salutes the Joseph Dixon Crucible Company upon its century of service to the American people. And it congratulates itself upon being chosen to word the messages that have carried two unusual lead pencils — Dixon's "Ti-con-der-oga" and "Eldorado"—into homes, offices, schools and industries throughout America.

N. W. AYER & SON
ADVERTISING HEADQUARTERS, PHILADELPHIA

NEW YORK

BOSTON

CHICAGO

SAN FRANCISCO



Your Speedometer talks



*The Sinclair
Law of Lubrication:*

For every machine, of every degree of wear, there is a scientific Sinclair Oil to suit its speed and seal its power.

MORE than a caption, are these three words. They convert the Sinclair Law of Lubrication into a direct selling message. "*Your Speedometer Talks*" —its mileage-reading indicates the degree of wear in a car's engine, and tells the motorist which grade of Opaline Motor Oil will seal the power in his cylinders. This Interrupting Idea is the basis of the national advertising prepared for the Sinclair Refining Company, Inc., by the Federal Advertising Agency, Inc., of 6 East 39th Street, New York.

PRINTERS' INK

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VOL. CXXXVIII NEW YORK, MARCH 31, 1927

No. 13

If You Can't Be First, Be a Good Second

The Local Brand Couldn't Displace the National Leader, Even with Advertising's Help, So Second Place Was Conquered with the Leader's Assistance

By James H. Collins

"OH, yes, steady practice gets your goat if you don't run away every so often," said the doctor. "Then, we fellows from cold country, like Minnesota, need a change from this soft climate, wonderful as it is. I want to get up to Arrowhead Springs before long."

Just then, it was best to agree with him, because Doctor Blank is my dentist, and he was telling me, not arguing. Arrowhead Springs? Never heard of it. Must be one of the million places in Southern California that you've simply got to see, or never have seen anything.

The Doctor didn't know it, and I did not find out until several weeks later, but he was echoing propaganda. Saying what a clever sales expert had framed for him to say. He had, to begin with, what flaming youth calls a "yen" for cool weather, outdoors, change from the office, his patients. A sales letter put the desire into words, gave him his reason for going away, and the place to go, and also something to tell patients.

Arrowhead Springs is a mountain resort and spa six miles from Los Angeles, and the Arrowhead Springs Company, with a fine hotel property there, and other interests, had three distinct problems.

Problem 1. Its hotel had been taken over by the Government during the war, and used as a

hospital for gassed soldiers, and many folks who know the resort still think that it is a hospital.

Problem 2. The company also supplies Arrowhead cold spring water to Los Angeles, is the largest bottler of spring water in the world, and in the stiff competition of that business, was being attacked by whispering propaganda.

Problem 3. The company had manufactured a golden sweet ginger ale under the familiar Arrowhead brand, and when the prohibition demand for pale dry ginger ale turned this tidy business upside down, found itself struggling against a well-advertised national brand, among more than two dozen competitors, largely local, and perilously near the bottom of the scrimmage.

All three problems have been solved. Number one and number two chiefly by advertising, while with number three, advertising proved ineffective for the time being.

MAKING A VOGUE A HABIT

"Our hotel is among the finest in the country," said Theodore W. Braun, general sales manager, "and our plan for it is very simple—first, to give it a vogue, and then to make the vogue a habit. This season you hear that Arrowhead is one of the places to go, and for future seasons it is up to us to keep people going.

The plan is a good plan, but everything depends upon actively working it."

In Southern California newspapers, you see frequent large-space advertisements of Arrowhead as a resting place and mountain playground. The copy has a real lure. "Play at Arrowhead—lose those blues—be a real kid again for two or three days—get rid of those worry wrinkles," is the burden of the story.

But a direct-mail campaign, supplementing this newspaper space, has accomplished more in giving Arrowhead its *ton* this season. Mr. Braun handed me several letters, among them the one that had gone to my friend Doctor Blank. There was nothing in the way of "stunts." They were friendly one-page letters, signed by Chas. G. Anthony, general manager of the company, and the substance of the Doctor's letter was this:

"Tell them my story, Anthony," said the Doctor, sitting before the big open fire at Arrowhead. "I'm having my first real rest in months. For thirty-six hours I've been absolutely free of phone calls, drug salesmen and—letters from resorts." "Everyone needs change," agreed the Doctor's wife. "I needed to get away as much as my husband did. We have met interesting people, enjoyed good food, done new things in a new environment." "I think we will come often," adds the Doctor. "We can drive up easily in two hours, and it is even less expensive than staying at home."

There is the Doctor's alibi, and going once himself, he thinks of Arrowhead for his patients. Especially his "nuisance" patients, the neurasthenics, and the convalescents. Having run away from them, he discovers a way of shifting them out of his working day, and to their advantage.

Another letter to the doctors dealt with the medical side of Arrowhead.

To properly care for a large practice, you find it necessary to be a staff member of one or more hospitals. You use these hospitals in treating acute, infectious and surgical conditions. But until now there has been no institution the physician could use in treating patients who do not require rigid hospitalization, but who do need careful management. (Enumeration of Arrowhead medical facilities.)

Two other letters were addressed to that playboy of the Western World, the tired business man, chosen from lists of wealthy people and fine car owners. One spoke of the music of saddle leather, the smack of the club head connecting for a 200-yard drive, and sports generally, while the other hinted at nerves blown up, and the recuperative virtues of a week-end in mountain country, handy to town.

Turning the vogue into a habit is a resale problem, in Mr. Braun's opinion, and the staff at Arrowhead goes further than most organizations in seeing that guests get a liberal amount of enjoyment out of their week-end vacations. The average hotel has many assets that guests never discover. At Arrowhead, the staff is trained to help guests utilize the resources. If the visitor goes briskly about the place, and it is evident that he knows what he wants to do, and is on his way, they let him alone. But if he or she sits around the lobby, and looks lost or lonely, tactful inquiries are made, and suggestions offered.

One basic fact about people at rest and convalescent resorts is that they are deeply interested in health. Sometimes this interest is the result of sickness, and they want sympathy in their troubles. Again, they are recovering, and hopeful, and appreciate encouragement. It often happens that the health complex will take the form of a hearty man's pride in his vigor or sport records when surrounded by people who are not well like himself. So the staff is expert in listening to health discussions, and they have a very practical use for both the guest and the institution, because the latter is a hotel with complete medical service, as well as hot springs and outdoor life, and it would be an exceptional stranger who found everything available through his own explorations, and discovered the best way to use what appealed to him.

So much for problem number one.



Originating accounts

Of our total business, 65% is with clients who have used our service from the very start of their advertising activities.

Some of these are old clients now; some are more recent connections. But old or new, we take pride in this record.

THE H. K. McCANN COMPANY *Advertising*

NEW YORK
CHICAGO

CLEVELAND
LOS ANGELES

SAN FRANCISCO
MONTREAL

DENVER
TORONTO



The name "Arrowhead" is known to perhaps a half million people in Southern California who have only vague ideas about Arrowhead Springs as a resort. That is the fame of Arrowhead bottled spring water, sold to 200,000 customers, 1,500,000 five-gallon bottles yearly.

Arrowhead as a resort dates back—the well-to-do and discerning folks of Southern California have been going there at least fifty years.

Arrowhead spring water, on the other hand, is comparatively new, a by-product put on the market about ten years ago, when the city water created a demand for it. Los Angeles city water is chlorinated, and therefore safe to drink at all times, but it is rich in Southern California real estate after the winter rains, and the use of bottled water, spring and distilled, is widespread. Arrowhead water does not come from the hot springs, of course, but a separate cold spring at the resort, hidden a half mile in a mountain, from which it is piped by one of the horizontal bored wells that are frequently driven out here. It never sees the light until it runs into the consumer package and is sealed. Its reputation has outgrown that of the resort.

But the bottled water game! Really, the brewers and whiskey blenders in the most vigorous days of the saloon, might have learned something about distribution if they had taken on a bottled water as a side line.

AN IDEA WORTH COPYING

In the beginning, they brought Arrowhead water to market, and sold it by house-to-house canvassing. Southern California has a bottled water stand worth copying, for instead of an ice chamber and ice, it is made with a porous earthenware receptacle in which the water becomes cool by slight evaporation. The principle of the Mexican *olla*, or water cooler. I wonder that some local manufacturer hasn't introduced it in other sections of the country.

The door-to-door salesmen and the drivers put these stands in offices and homes, creating regular outlets for water, and Arrowhead was advertised, and got its leadership. Then other bottled water concerns got into the game, and house-to-house selling was done to death, and rumors began to fly. Pleasant little incidents, such as: "Did you know that a dead body was found not long ago in such-and-such spring?"

Why, lately I heard of one instance where the claim was made for a filtering device, that it purified city water and made it safe. The bottled water folks attacked that device as a competitor, and practically proved that Los Angeles city water is perfectly safe anyway, thus partly destroying their own argument for bottled water. The concern with the filter came back strong by limiting its claim to cleanliness, and through advertising of that single point has created a fine business.

"Protection was the big problem rather than selling," said Mr. Braun. "Going after new customers, through advertising and canvassing, was not enough. We had a resale job on our hands.

"A careful survey of domestic users indicated our line of attack. Of each hundred household customers, we found that five had begun using Arrowhead by simply purchasing a bottle from one of our drivers and having a stand installed, five had been advised to use it by their physicians, ten had learned to like Arrowhead by drinking it at the office, and the other sixty had adopted Arrowhead on the suggestion of neighbors and friends. Plainly, few out of the whole hundred had really been sold on the merits of the water, by information. Let a competitor present strong arguments for his product, and ask such customers what they really knew about ours, and they did not know much, and we were thus vulnerable to the whispering campaign. So our advertising was revised to sell the customers we already had just as though we were making the first sale, and

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Practically the entire circulation of the Standard Union is sold and read within the limits of Brooklyn.

That concentration is of great value to every advertiser entering this vast market of homes.

R. S. R. Shumisman
President

LARGEST CIRCULATION OF ANY BROOKLYN NEWSPAPER

newspaper advertising was supplemented with brief printed talks on the bottles. This met the propaganda squarely, placing a foundation under our sales work such as it had not had before."

With this wide distribution of Arrowhead water, it was natural that the company capitalize its "household word" by putting a ginger ale on the market, and before prohibition, golden sweet Arrowhead ginger ale enjoyed a big sale, and was sitting pretty.

Then came prohibition and Canada Dry, and suddenly things began slipping out from under.

Arrowhead was a local brand, and of the out-moded type. It began slipping. The company was a bit late in conforming to the new demand with a pale dry product. Two years ago a pale dry Arrowhead was put on the market, and better than \$50,000 spent in advertising. The results were so discouraging that, after investigation, all advertising was stopped.

This market survey showed more than two dozen competitors in the field against Canada Dry, of which Arrowhead was just one, and dangerously near a tail-end.

The amount of advertising done for the national brand was so great, with national mediums backing up local, that Arrowhead's outlay made no impression at all. It was like bucking a road roller with a motorcycle.

"We had been trying to do what I am now convinced is the impossible," says the sales manager. "Advertising cannot force distribution for a local ginger ale under the present conditions of the ginger ale market. Distribution must come first, and advertising follow. Eventually we will advertise again, but for the present all our efforts are concentrated on distribution, through sales work following a policy determined by a careful survey."

This policy is audacious. For it accords first place to the big competitor, admits to the retailer that he belongs there, and helps him stay there!

Under this new policy, the first

thing the Arrowhead salesman said to the dealer was: "Canada Dry is the leader. Don't think of getting along without it. You must carry Canada Dry. I'm selling Arrowhead, but if you stocked Arrowhead and threw out Canada Dry, it would be bad for me."

"How do you figure that?" the dealer asked, interested in this novel argument.

"Well, your customers must be pretty near like other dealers' customers. Our company has made a study of ginger ale sales, and we find about half the people ask for ginger ale by brand, while the other half just say, 'Give me ginger ale.' When they ask for a brand, it is Canada Dry nine times in ten, because that is the big name, the nationally advertised brand. When they ask you for it, you can't afford to say you do not carry Canada Dry, or try to substitute. Give them what they want, as good business. But where they simply ask for ginger ale, give them Arrowhead."

"Why?"

"Because one family in every three in your neighborhood uses Arrowhead spring water. Two hundred thousand people in this territory like the water from which our ginger ale is made."

"That's sense," the dealer admitted, "but you haven't told me yet how you would be hurt if I stopped selling Canada Dry—which of course I'm not going to do."

PEOPLE WANT A CHOICE

"It is as plain as day, by the information we have gathered about ginger ale sales, that people want a choice. Therefore, the dealer is taking care of his customers in the best manner when he carries two brands. He is taking care of himself, because local brands yield a better margin. Two brands you need, three are too many. If you carry Arrowhead, but not Canada Dry, you need another brand. What will it be? Why, one of the other locals, not as good as the national brand, and from our standpoint a worse com-

(Continued on page 198)

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Died of a Broken Oil Film

*If your motor dies, or a
motor breaks down, because your oil
has failed, don't assume it's a motor
fault. For every motor has a
damaged trip to a repair shop. And will have
to laugh about the five of the months
when you get the bill.*

BUT—

... If your motor dies because your oil
has failed, don't assume it's a motor
fault. For every motor has a
damaged trip to a repair shop. And will have
to laugh about the five of the months
when you get the bill.

Yet the failure of motor-oils is un-
common, due to its responsibility for clean-
liness of all engine repairs. And most
motors that have whined their last tried
to do an only grave died of a broken
oil-film.

The motor oil's responsibility

It means oil, in action, forms a thin
film over the vital parts of a motor. This
film protects between all the whirling,
sliding surfaces and prevents destruction
of metal against metal.

But the oil-film itself is subjected to
accrual punishment. It is broken by
whistling heat, it is ground by relentless
friction, it is torn by the sharp edges of
ordinary oil often burns and burns.

Through the breakage, shattered film has
small places against bare metal. Friction
factors set up its work of destruction.



*"Now you see how short
life for good oil can be,
and of a broken oil-film."*

Often before you know that
oil has failed, you have a
hopped-out bearing, a scored cylinder or a
seized piston. Then comes big repair bills.

Because motor-oil is a master
of film. Tide Water Oil Company
spent years in studying and making our
only oil safe but of film. Finally they pre-
pared, in Veedol an oil which gives the
"film of protection," this at stone, smooth

as silk, tough as steel. A fighting film
which resists to the common deadly
heat and friction.

Hundreds of thousands of car-owners
have found in Veedol their oil's
most metallic defender. Let the Veedol
"film of protection" safeguard your motor
and keep it sweet-running and free from
repairs.

Whenever a dealer displays the strong
and black Veedol sign, you'll find the
Veedol Motor Protection Guide, a chart
which tells with Veedol oil your per-
missible service requires.

Complete Veedol Lubrication

Have your conscience satisfied and re-
filled with the correct Veedol oil today.
Or, better still, let the dealer give you
complete Veedol service. He has the
"film of protection" for every part of your car.

Tide Water Oil Sales Corporation,
Boron Broadway, New York. Branches
or warehouses in all principal cities.



An advertisement prepared for the Tide Water Oil Sales Corporation

Facts need never be dull

THE MAN in the street isn't interested in the life of Shelley. But call it "Ariel", write it as a love story and you have—a best seller. . . The man in the street doesn't give a thought to bacteriologists. But call them "Microbe Hunters", make them adventurers, and you have—a best seller. . . The man in the car doesn't think about motor oil. But call it the "Film of Protection", write it as a mystery story, and you have—a best seller.

Joseph Richards Company, 249 Park Avenue, New York City.

RICHARDS "Facts first—then Advertising"

Why We Discarded General Sales Conventions

This Company Has Found District Conventions to Be Cheaper and More Effective

By Lee Fleming

General Sales and Advertising Manager, Hamilton Carhartt Overall Company

WE have tried both general sales conventions and district sales conventions with the result of finding so much in favor of the latter that we are definitely committed to a policy of only district conventions in the future.

We manufacture overalls and work clothing, selling direct to the retailer. Our national distribution is divided between factories located at Detroit, Atlanta, Dallas, Los Angeles, Toronto, Canada and Liverpool, England. The territories served by these different factory units are subdivided into territories served from warehouses located at strategic points for distribution. Each of these factory districts employs from ten to thirty-five traveling salesmen or a total of approximately 135 men.

Formerly it was our policy to hold a general sales convention once a year, bringing to the home office the salesmen from the different territories and the managers and sales managers of the different factory units. We were satisfied with this method until we reversed plans one year, and took the sales convention to the factory units, staging a district convention for each one, attended only by salesmen and officials of that unit. The advantages of the district conventions were so apparent and the beneficial results so obvious that we would not consider a return to the general sales convention.

District conventions cost considerably less than a general convention. It is cheaper to pay transportation and expenses of the general sales and advertising manager to five different plants than it is to pay the transportation and expenses of 150 men from all parts of the country to the general convention.

Six convention rooms to accommodate crowds of from fifteen to forty men can be provided for less than one convention room to accommodate 150 men. Usually these small groups could be accommodated in a room at the branch factory. At least a large sample room would suffice.

When handling a large group of men at the general convention there was always the difficulty of getting the meeting started on time and we were never sure that all the men would be in attendance. At the district conventions absentees were conspicuous and due to this, promptness in attendance was the rule.

At the general convention the personal touch was less than could be accomplished with a small group of men, salesmen who would not push themselves forward were many times unintentionally given little attention, with the result that they returned home feeling that they, indeed, were a small part of the organization.

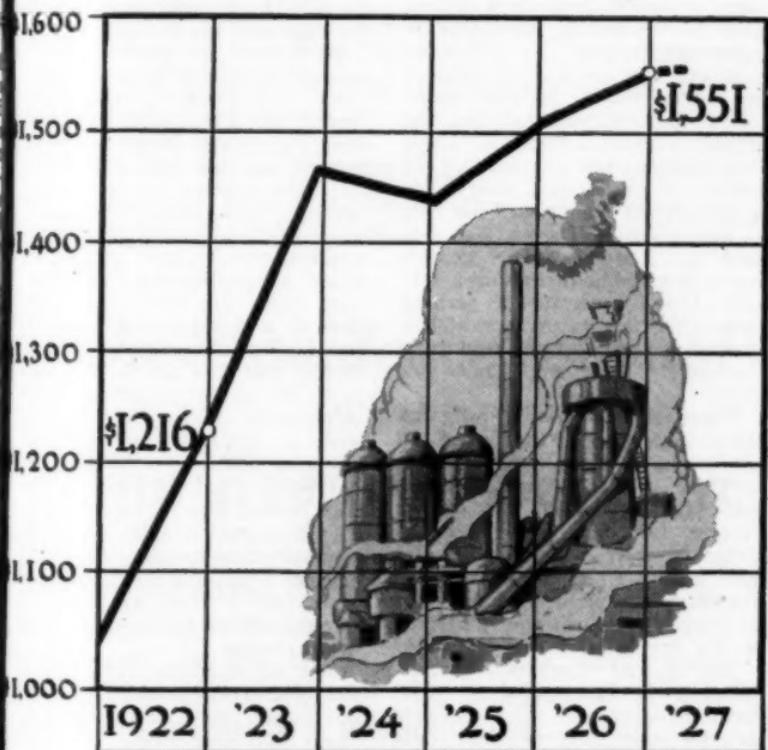
At the district convention the general sales manager could meet each man personally, listen to his story and help him solve the problems of his territory, causing him to take a greater interest in his work and making him feel himself an important part of the organization.

At the general convention, discussions by the salesmen would become rambling and uninteresting because the problems of the California men were entirely different from those in the East or Middle West. Each group having specific problems of competition and conditions, general discussions of matters of this kind were useless.

At the district convention, discussions of this nature were valuable.

MILWAUKEE—First City in Diversity of Industry!

How Wages Climb in America's Best-Balanced Industrial City



THE MILWAUKEE JOURNAL
FIRST BY MERIT

WISCONSIN—First State in Value of Dairy Products!

able as they gave the general sales manager a view of local problems and in these discussions many difficulties were ironed away and every problem was of general interest because it affected only local territory.

To discuss agricultural, economic or industrial conditions at a general convention was difficult because no one set of conditions would fit all the territories and at best anything that could be said would interest only about 15 per cent of the group at a time. The district convention covering a comparatively small portion of the country, usually similar in conditions, permitted brass-tack discussions of conditions interesting to every man present.

In our line certain lot numbers are better sellers in some territories than in others. For instance, a certain type of goods that comprises 70 per cent of the volume of the Atlanta and Dallas units will not comprise 5 per cent of the volume at Detroit, Los Angeles or Toronto. The general convention, while discussing a subject of vital importance to perhaps two of the factory units, would be wasting the time of the men from the other four units and vice versa.

There is no question but that there is a decided advantage in playing up to the salesmen the importance of their own managers and sales managers. It creates respect for them, creates confidence in their judgment and begets loyalty from the salesmen to feel that their immediate superiors are important and influential men in the organization.

The district convention permits this to be accomplished. The local manager and sales manager are the only ones of their rank present. They divide honors with no one; they can be praised and put before their men in a manner that not only begets more loyalty from the salesmen but stimulates loyalty in the district officials. The difficulty of accomplishing this in a general convention is obvious, when managers and sales managers from many factory units are present, because try as one

may, honors can't be divided evenly.

A meeting of approximately 150 men, of a necessity, must be conducted along more or less formal lines. Talks become speeches. Discussions are unwieldy. The personal equation must be eliminated. The most to be accomplished is to stage a presentation of the company's plan to the salesmen, cram in some stilted pep, get a few meaningless talks from some of the men, add a theater party, a trip up the river, a lot of morning headaches, some superficial handshakes and you have had a general sales convention—all but the paying of the bills which makes the sales cost go up like a tree.

With small groups in a district convention, where the problems of every man present are identical, there is not a wasted moment. The company's plans, hopes and ideals become an individual responsibility. The speeches are confidential, heart-to-heart talks. Discussions are easily held to the subject, real problems are brought up and disposed of intelligently. The men have been in conference rather than to a convention and they go out with a better understanding, feeling that they are an important part of an organization which understands their problems, and with a realization of their responsibilities.

The proof of the value of district conventions is that after district conventions, sales go up immediately and usually following a general convention it required from two to three weeks for the salesmen to settle back to their usual routine.

We are definitely committed to the district convention because it is cheaper, more effective and actually increases sales.

Detroit to Raise Advertising Fund

The Detroit Board of Commerce will shortly begin a drive to raise money to provide for a three-year advertising campaign. It is planned to spend \$335,000 yearly during that period to bring additional industries, tourists and home-seekers to that city. C. F. Kettering is general chairman of the Greater Detroit committee, which has charge of the raising of the fund.

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New England's Second Largest Market

Providence Payrolls

Payroll checks on Providence Clearing House banks during 1926 amounted to \$134,651,000, an average of more than \$11,220,000 per month. These figures are for Providence banks only and do not include branches in other cities. (Figures furnished by Brown Bureau of Business Research). These figures do not include salaries or wages paid by individual check or direct from cash drawers.

Providence is the trading center of Rhode Island. Three-fourths of the state's population live within a fifteen mile radius of this city.

The Providence Journal

and

The Evening Bulletin

with a combined circulation of more than 108,000 cover Providence thoroughly and go into the great majority of English speaking homes in the state. They offer advertisers adequate coverage of the prosperous Rhode Island market at a minimum cost.

Providence Journal Company *Providence, R. I.*

Representatives

Chas. H. Eddy Co.
Boston New York Chicago

R. J. Bidwell Company
San Francisco Los Angeles Seattle

As Conducted by The



A typical session of The Chicago Daily News Cooking School.

THE friendly purpose of the cooking school is to provide a rallying point for the forces that prepare a city's breakfasts, luncheons and dinners—to inspire anew the most ancient and respected of the arts.

As conducted by The Chicago Daily News the winter session cooking school held in February is a momentous event sharing abundantly in the immense popularity of The Daily News itself. The meetings of the 1927 Cooking School, twelve in number, were, as usual, overflow sessions, though held in the largest suitable halls to be had. The average attendance at the meetings was in excess of 6,000 women.

THE CHICAGO FIRST

Member of The 100 Largest Newspapers in the World

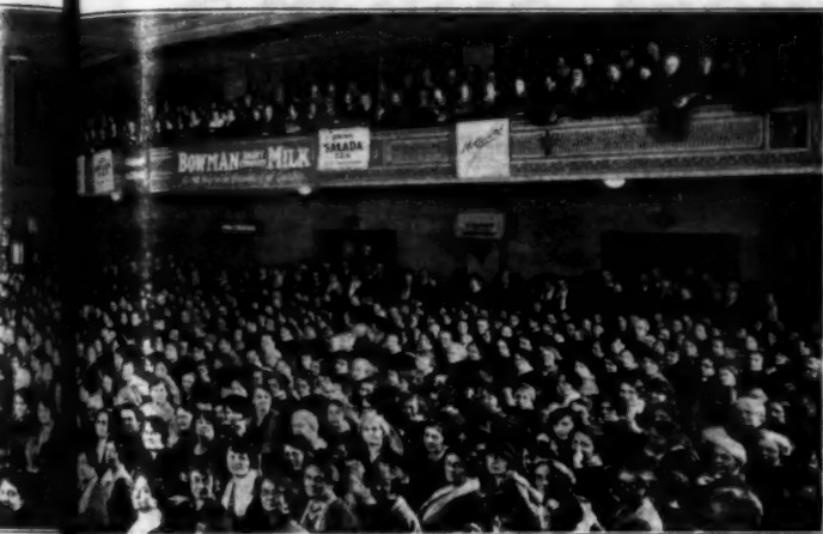
**Advertising
Representatives :**

NEW YORK
J. B. Woodward
110 E. 42d St.

CHICAGO
Woodward & Felt
360 N. Michigan Ave.

Average Daily Net Paid Circulation

The Chicago Daily News



The Chicago Daily News 1927 Cooking School

To prove the Chicago Daily News leads in food products advertising
a city because, as reflected in the success of its cooking schools, it
the most read in the homes of Chicago in the evening when the
culinary art is most often discussed and appreciated.

[In 1926 The Chicago Daily News published 964,827 agate lines of food products advertising, which was 118,620 lines more than were carried by the next daily paper.]

GO DAILY NEWS

ST. CHICAGO

100 Group of American Cities

ICAGO
ard &
ichigan

DETROIT
Woodward & Kelly
Fine Arts Building

SAN FRANCISCO
C. Geo. Krogness
253 First National Bank Bldg.

Circulation for February, 1927—447,762

"We can tell from our mail-



-when an ad has been run in the Oklahoma Farmer-Stockman'

HERE'S advertising experience to guide you when selling in the Oklahoma market! The Oklahoma City Mill & Elevator Company has found that there is only one key to lower costs and better marketing in this sales territory. Read this letter written by them to their advertising agent:

"Our experience shows that all campaigns do not exert the desired pull, but we want to congratulate you on the selection of the Oklahoma Farmer-Stockman for our advertising. The results obtained from this campaign have been unusually satisfactory. Without reading a copy of this magazine

we can tell from our mail when an ad has been run the previous week as requests begin to pour in within 3 or 4 days after the issue carrying the ad has been mailed. While it is apparent that we are getting results from our old 'Farmer-Stockman' ads, please see that the copy continues to receive the same careful attention. We are making this campaign worth money to us by taking advantage of what the Oklahoma Farmer-Stockman offers."

You, too, can make money by advertising to prosperous Oklahoma farmers through the state's only farm paper, the Oklahoma Farmer-Stockman!

Carl Williams.
Editor

**The OKLAHOMA
FARMER-STOCKMAN**
Oklahoma City

Ralph Miller.
Adm. Mgr.

E. KATZ SPECIAL ADVERTISING AGENCY
New York Chicago Detroit Kansas City Atlanta San Francisco

Returned Goods Don't Always Mean Sloppy Selling

The Salesman Who Makes a Sincere Effort to Sell the Whole Line Is Often Unjustly Accused

By S. M. Babson

Sales Manager, The Bates Manufacturing Co.

I DO not believe that returned goods always have their source in poor selling. The returned goods evil, which is a problem facing manufacturers in almost every line as well as retailers, and which has been mentioned so frequently in news dispatches of late, is not, in my opinion, just an alibi term for poor selling. PRINTERS' INK recently said: "Manufacturers in all lines experience an epidemic of the returned goods evil when they lapse into sloppy selling. Merchandise that comes back because it is imperfect, damaged, or not ordered is a serious enough thing in its way, but the remedy is simple and obvious. When goods come back because they do not sell, that is an evidence of functional disease in the sales department. It is an unfailing sign that merchandise is not being properly sold."

In my humble opinion this is not necessarily so and I do not believe the returned goods evil can be dismissed in as simple terms as that. In many cases this periodic problem faced by all manufacturers goes far deeper and is often the result of a very sincere desire on the part of the salesman to carry out the house policy and try to sell the whole line. It is frequently a worthy effort away from the line of least resistance. One or two of the problems we have been up against and how we have attempted to solve them may be of some assistance to other manufacturers who face the returned goods evil and who, like ourselves, do not believe that it can all be blamed upon sloppy selling in the first place.

Consider the problem from our standpoint. We make a line of products among which are: Num-

bering machines, telephone and radio indexes, eyeletters, and various accessories and supplies. The retailers who sell our products are mainly stationers. If a dealer is a regular stationer we believe he should carry the whole line. We back that dealer up with consistent advertising in publications of large circulation. We give him all sorts of help in the form of display material, envelope stuffers, etc., but due to various reasons, sometimes difficult to determine, one part of the line will sell much better than another. Often this is due to the fact that retailers such as this one, as is the case in almost every field, are of varying types—border-line cases we call them.

"FULL LINES" NOT ALWAYS PROFITABLE

Here is a retailer, for example, running a stationery store, but he specializes in social stationery and toys. Here is another stationer in the same city, same size store, selling approximately the same people, but he specializes in office furniture. He does not carry social stationery, and does not go in very strong for toys. One of these border-line dealers may be doing very well with our telephone index, which is a revolving directory for instantly finding telephone numbers; while another may be having much better success with our numbering machines. Our salesman on his call, trying to help the dealer sell more goods, may ask the index dealer to put in a display case and handle our numbering machines. He tells him the story, shows him our advertising and merchandising program, explains to him what some other retailers are doing, and the stationer believes that he can sell

numbering machines to his trade, on which point he is, of course, better posted than the salesman.

He gives our salesman an order. We furnish the dealer with an assortment of automatic and lever numbering machines which are sold in towns of that size and by similar dealers. We furnish him with dealer helps, envelope stuffers, and other material. Then six months go by and he writes us to say that while the telephone index is going well, the numbering machines are not selling. The automatics may have moved fairly well, but the lever machines are still standing on his shelf. He has no call for them. He asks us whether he can send them back for three or four of the kind he has sold, or some eyeletters. He writes us a very good letter. He is a dealer with whom we have had satisfactory relations. He has not been poorly sold in the first place but there are local buying habits in his community, real or fancied, which are different from those a half mile away. A certain type of machine will sell with him which for some reason does not sell so well down the street. In short, he cannot sell the lever machines. We are up against the returned goods evil with no sloppy selling on our part. What are we to do?

EVEN TRADE NOT ALLOWED

Remembering that he is a perfectly good retailer for our other products, and he shows a good disposition to take on the styles which he has found he can sell in his own locality, and wants to return others which do not sell well there, we let him return the products which do not go well in his store. But we make this stipulation: He may send back the goods he wishes to return if, as an evidence of his good faith, he will send us an order for twice the quantity of the machines which he can sell. We do not believe that he is entitled to an even trade of the merchandise, else, we would spend all our time balancing stock. The added stock will stimulate the dealer to push what he has been selling along the lines of lesser

sales resistance. However, we do not believe that our salesman has been guilty of sloppy selling.

Here is another incident. All of our numbering machines are equipped with a felt pad which inks the type. To ink it is a dirty job and causes a lot of waste. It is difficult thoroughly to saturate the pad with the ink and unless this is done properly the machine is not apt to work well. We developed by research a ready inked pad which can be inserted in the machine in a few seconds with forceps and which nullifies the objections to the old method. Quite naturally such a product turned out by us to make the operation of our machine easier and simpler, has the obvious appeals of economy, cleanliness, and speed. Though small, it has advantages out of all proportion to its size. Our salesmen were able to sell these pads practically to every dealer. But dealers, as a rule, won't push such an accessory since the net profit on each is very small, and since the item was new there was not much consumer call.

As time went by, certain dealers realized quite a satisfactory sale, others would tell our salesmen there was no demand for the pads and wanted to return them. Now, a salesman is not guilty of sloppy selling, in my opinion, if he has given a certain amount of casual effort to tell the retailer of the convenience of such an accessory. If, in addition, he has talked to the clerks and shown reasons why it would be good to push such an accessory, he has done all that can be logically expected. Those dealers who forgot about such a small item and put it up on the shelf, wanted later to send their stock of them back. By that time the boxes were shopworn. Those dealers who wanted to return this merchandise, in many cases, are excellent customers for the rest of our line. They do very well on certain of our items. The little pad is selling well in other stores exactly similar to their own and in the same type of city.

What shall we do in a case like that to solve the returned goods evil? If we take back the entire

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PRINTERS' INK

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stock, we admit the failure of the item which has a good sale in other places. If we refuse to do this, we antagonize a good customer. In the case of a product selling at a higher price, it would be worth while to have our salesmen go out and sell consumers from office to office, turning such orders over to the dealer, thereby proving to him that the pads will sell. But the small price does not justify any such proceeding. Here is another case where the returned goods evil is not due to sloppy selling. This offers a real problem and I am frank to admit that we haven't solved it yet.

Here is another phase of the returned goods problem which may prove of interest from another standpoint. The telephone index, mentioned previously, is an item which nearly every one of our stationery customers can and do carry. When radio came in with its long distance receiving, we prepared a strip as a radio log and by modifying the index in other slight particulars, turned out an excellent broadcasting directory. Dealers who were successfully selling the index were induced by our sales force to take a chance on stocking the new radio log and pushing it in the same manner. Many dealers did well. Those stationers who had close contact with their clerks and instructed them as to the method of selling, and whose stores were in those territories where our own salesmen had done their full duty in instructing retail clerks, sold a great many of them. The two items were pushed together, each one for its own use. In order to make the line as a whole more conspicuous on display we prepared several new finishes: grained brass, blue, silver, and rose, and mounted a lamp on the telephone index for home use.

It now developed that one dealer would do very well on the lamp index made for dark corners where telephones are frequently used, but he would not do well at all on the radio. He would then get an idea that he couldn't sell the radio index and would ask us to take it back. Exactly the same

sort of dealer in the same city would reverse the process, doing well on the radio indexes but not doing so well on the phone index. The same advertising was done for both retailers. The same tactics, selling methods and men were used in both cases. I do not see where there is any example of sloppy selling here. The salesman would have lost out in either case. If he sold the whole line properly, as most manufacturers expect him to do, he would have found that local buying habits and peculiarities would have made one more popular than the other. If he had sold only one item he wouldn't have been doing right by us.

We used special literature emphasizing the particular item which was not moving fast and in every case did everything we could to help all of our retailers sell the item which was slow on their shelves. But with all that, we were still up against many dealers who wanted us to take back the sometimes slightly shopworn items which they couldn't sell. How were we to solve this problem? In the case of the telephone and radio indexes also we met the situation by taking all salable material back at full credit provided the retailer would order at least double the quantity of products that he was able to sell.

It does not seem to me, therefore, that it is fair or wise always to label the returned goods evil as an evidence of sloppy selling. As just stated, local peculiarities and the habits of buying, which any manufacturer will admit vary in different localities and sometimes on the same street of the same city, all contribute to produce inconsistencies in sales results.

On lower Market Street in Philadelphia, for example, there are a great many small shopkeepers and a fairly large colored population. As we get up farther, around the Pennsylvania Station, we have a great deal of transient trade, and stationers there do well with gifts, souvenirs, and similar products. Still farther uptown

we find a different type of customer, and the various retailers in these sections who carry the different items in stock have a varying sales experience.

My conclusions on this whole matter of sloppy selling and returned goods are: That it is not safe for a salesman not to try to sell what is selling. If he is representing a house with a full line he is naturally expected to try and sell the full line. I don't see how any sales manager can encourage a policy of having his salesmen refrain from selling a particular item which may be selling well in another similar store in a similar city, on the grounds that it might not go. It seems to me he should try to have his men push especially those products that are selling in other places. It seems to me that it is not the function of a salesman to be a prophet and determine just exactly what is going to happen to an item in a store which so far as he can see caters to exactly the same class of people as another store with which he is familiar. The salesman, in my opinion, should push the line wherever there is a reasonable expectation of profitable resale on the dealer's part.

In order to obviate in advance the returned goods problem, the salesman's first step in moving slow merchandise is by proper display. His second duty, in my opinion, is to talk to the clerks and see that they recognize the advantages of the slow-moving product and know the methods used to sell it successfully in other similar stores. His third duty is to see that a special drive is made in sending out literature over the dealer's imprint which particularly pertains to the slow-moving items in his merchandise. His fourth duty is, if the price and importance of the item justifies it, to sell a few consumers on the idea and then send them to the retailer's store. This, however, is not possible on small units selling for less than \$2.

Beyond those four points which I have briefly enumerated, I cannot see how a salesman can rea-

sonably be expected to go further to save himself from the careless accusation of sloppy or lazy selling. We are trying to control our selling so that every item in the dealer's stock which we make, and every town in our salesmen's territories shall approach the 100 per cent mark.

We operate a point system of rating whereby the putting up of a decalcomania or inducing the dealer to use advertising matter over his own imprint has a definite percentage of rating. We try to bring a 53 per cent dealer up to the ideal of 100 per cent and our point system of rating is carefully checked over three times a year. We believe that this point system of rating the different functions which our sales force performs is carefully designed to cut out sloppy selling. And yet, as I have pointed out, we are sometimes up against the returned goods evil, due to local peculiarities, dealer ineptitude and other factors over which no manufacturer can have control. Our method of handling the returned goods evil—asking the dealer as an evidence of good faith to order twice as many of the items he is selling in exchange for the non-salable items that he returns—is the best one that we have been able to work out so far.

G. W. Cushing Joins American Press Association

George W. Cushing, secretary of McKinney, Marsh and Cushing, Inc., Detroit advertising agency, has resigned to become Detroit manager of the American Press Association, publishers' representative. He will specialize on automotive accounts. He was formerly with C. C. Wompingham, Detroit, and the Buffalo office of Barton, Durstine & Osborn. Mr. Cushing had also been for six years with the Hudson Motor Company, part of the time as advertising manager. At one time Mr. Cushing held a similar position with the Federal Motor Truck Company.

A. N. Steele with Chicago "Tribune"

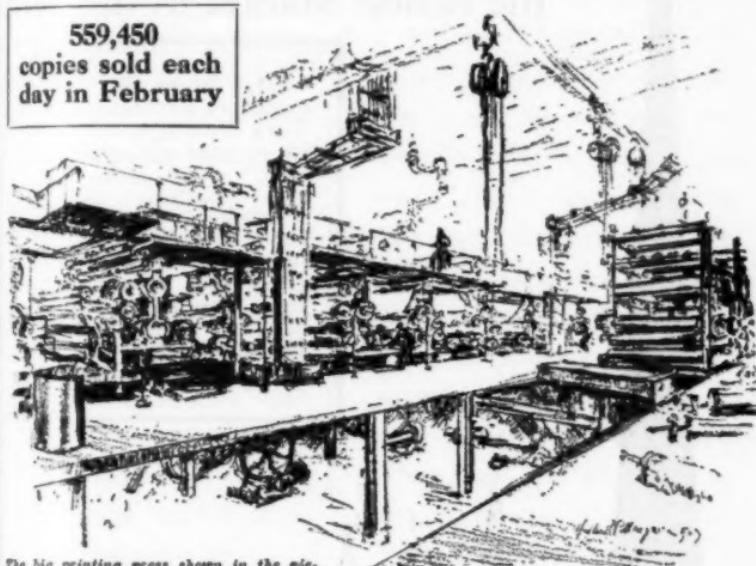
Alfred N. Steele, formerly sales manager of the Union Bed & Springs Company, Chicago, has joined the staff of the Chicago Tribune as manager of merchandising service.

Another Giant Printing Press Installed in the Bulletin's Press-Rooms to Keep Pace with Circulation Growth

PHILADELPHIANS point with pride to the fact that this city has the largest newspaper printing plant in the world—that of The Bulletin.

And now, due to constantly increasing circulation (the largest in Philadelphia), The Bulletin plant is made still larger by the addition of the super-speed, double-octuple printing press shown in the illustration below.

559,450
copies sold each
day in February



The big printing press shown in the picture went into service on March 10th in the work of printing the regular issues of The Bulletin.

On the right is seen another similar press now in course of erection.

Dominate Philadelphia

Create maximum impression at one cost by concentrating in the newspaper "nearly everybody" reads—

The Evening Bulletin

PHILADELPHIA'S NEWSPAPER

Average daily net paid circulation for the year ending December 31, 1926

537,974 copies a day

The circulation of The Bulletin is the largest in Philadelphia and one of the largest in the United States.

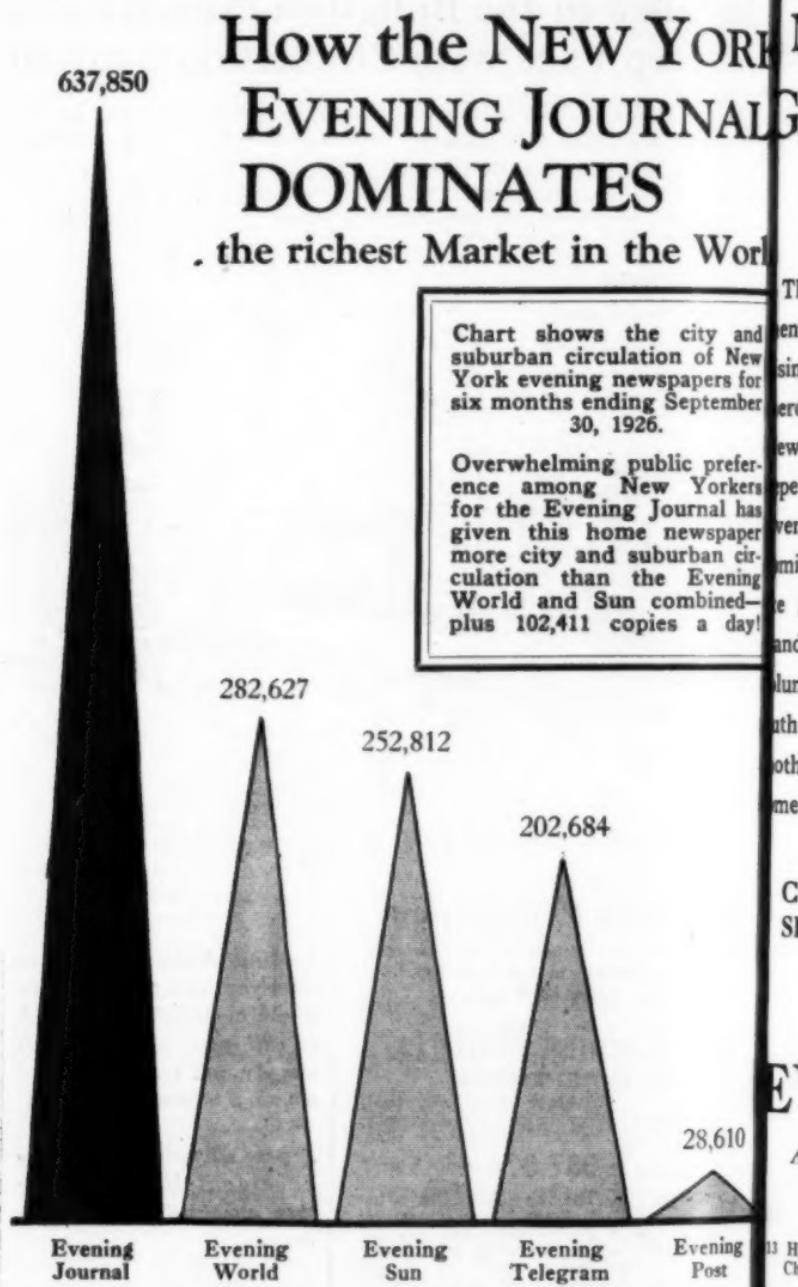
Member of The Associated Press

"AS PHILADELPHIA GROWS, SO GROWS THE BULLETIN"



Telling Bulletin readers what you have to sell, where it can be bought, how much it will cost—and telling it simply and truthfully and constantly, brings success.

A page advertisement in The Evening Bulletin costs less than one-third of a cent per copy.



NEW YORK EVENING JOURNAL Gives Greatest Sales Volume at Lowest Sales Cost

World

The truth of this statement is proved by merchandising history. Successful merchandisers in the great New York trading area spend largely upon the Evening Journal to make eminent impressions, create greatest consumer demand, build the largest sales volume. They know the truth of the old saying "nothing takes the place of home circulation."

Home circulation is power. It moves your goods quick and in volume. For twenty-eight consecutive years the Evening Journal has had the greatest evening circulation in New York. In the New York area, advertising is the key to the selling problem—if that advertising takes full advantage of the concentrated power of the New York Evening Journal.

CIRCULATION FOR SIX MONTHS ENDING
SEPTEMBER 30th, 677,565 DAILY, NET PAID

NEW YORK EVENING JOURNAL

*America's largest evening newspaper circulation
... and at 3c a copy daily, 5c Saturday*

28,610

Evening Post

13 Hearst Building
Chicago, Ill.2 COLUMBUS CIRCLE
New York CityGeneral Motors Building
Detroit, Mich.

Detroit News Takes 4 of 6 FIRST Places in 1926 Advertising

Figures From Editor and Publisher

March 12th, 1927

**NATIONAL ADVERTISING
LEADERS**
Evening and Sunday

Detroit News	5,198,004
Milwaukee Journal	4,897,542
St. Louis Post-Dispatch	4,696,720
Philadelphia Public Ledger	3,853,098
Brooklyn Eagle	3,747,396
Baltimore Sun	3,617,487
Seattle Times	3,564,970
Minneapolis Journal	3,509,466
Pittsburgh Press	3,486,770
Minneapolis Tribune	3,440,630
Denver Post	3,323,180
Washington Star	3,214,964

**LOCAL ADVERTISING
LEADERS**
Evening and Sunday

Detroit News	21,028,742
Washington Star	19,944,122
Baltimore Sun	17,226,290
Pittsburgh Press	16,943,192
Columbus Dispatch	15,785,085
St. Louis Post-Dispatch	15,505,280
Birmingham News	13,017,704
Kansas City Star	11,729,231
Oakland Tribune	11,433,436
Dayton News	11,402,580
Canton Repository	10,424,080
Milwaukee Journal	10,294,186

**CLASSIFIED ADVERTISING
LEADERS**
Evening and Sunday

Detroit News	7,803,824
Brooklyn Eagle	6,153,510
Baltimore Sun	5,821,641
Washington Star	5,741,738
Kansas City Star	5,634,008
Oakland Tribune	5,523,938
St. Louis Post-Dispatch	4,959,920
Pittsburgh Press	4,828,768
Columbus Dispatch	4,100,375
Seattle Times	3,942,285
Milwaukee Journal	3,758,651
Dayton News	3,072,832

**LOCAL ADVERTISING
LEADERS**
Evening—Six Day

Detroit News	18,868,376
Washington Star	14,566,736
Chicago News	14,072,237
Pittsburgh Press	12,666,938
New York Sun	11,952,526
New York Journal	11,795,415
Philadelphia Bulletin	11,647,545
Los Angeles Herald	11,221,406
St. Louis Post-Dispatch	11,166,880
Baltimore Sun	11,133,920
Grand Rapids Press	11,081,854
Akron Beacon Journal	11,010,160

**The Detroit News in 1926 Also Led All
Other American Newspapers
in Total Advertising**

The Detroit News

The HOME newspaper

365,000 Sunday Circulation

330,000 Week Day Circulation

A New Product Capitalizes Prejudice Against an Old Line

Blondes Didn't Like Packer's Pine Tar Shampoo, So New Shampoo Is Being Introduced

SHALL we buck the tide of unfounded consumer prejudice or swim with the current? Both courses have been followed with success by manufacturers confronted with this problem. If the public misunderstands a product or its uses, often an educational campaign will succeed in dispelling the unfair prejudice. At other times it may be necessary to change the product or the market rather than attempt to change consumer opinion.

In this instance, the manufacturer's answer has led to the rounding out of an old established line.

The conditions leading up to the introduction of a new product by the Packer Manufacturing Company, as sketched by G. S. Olds, vice-president of the company, are these:

"Our basic product, Packer's Tar Soap, has been on the market for a great many years. Our Pine Tar

Shampoo was added in 1913. The new item was called, successively, Packer's Liquid Tar Soap for Shampooing, Packer's Liquid Tar Soap Shampoo, Packer's Liquid Tar Shampoo, and finally Packer's Pine Tar Shampoo, each change in name being a step toward the exclusive use of the term shampoo and the ultimate dropping of the word liquid.

"We found as we went along that there was a certain objection to the pine tar in the shampoo. Women with light-colored hair believed that this black ingredient darkened hair and, because it is

true that most blondes are very proud that they are blondes, this belief kept many of them from using the shampoo.

"Our side of the case was strong. We knew that pine tar



**Blondes prefer
a light shampoo**

For years Packer's Liquid shampoo has been dark as coffee (it gives to deep brown shades from its invigorating pine tar). But we have found that a dark shampoo repels the blonde. So now we offer you the one which suits the blonde best—*a light shampoo*.

Many blonde, soft-spoken and beautiful girls—ladies who have a defense that a dark-colored shampoo may darken their hair. *Wrong!* Yet the prejudice is there just the same.

**Brunettes are
not so particular
as to COLOR**

In fact, many brunettes have shown a decided preference for Packer's Shampoo because of its invigorating pine tar. So many of them have turned to the above exclusively feminine number—Packer quickly stepped up among the best sellers!

*Generally, we wish
to sell to both light-haired women and
dark-haired women. So ...*

Now . . . 2 PACKER shampoos

to match

the preferences of both *blondes* and *brunettes* Each bottle, \$1.00

**THIS IS THE FIRST PAGE OF A FOUR-PAGE BROADSIDE
INTRODUCING THE NEW SHAMPOO**

would not darken anything, for it is not a dye. Too, it is natural for light-colored hair to grow darker as it grows older because the cells of the body become more compact with age and so make up for that lack of pigment which is the reason for blonde hair. Shampooing has nothing to do with the darkening process. But we could not tell the consumer our facts, for she would believe we were just making excuses.

"Also, we could not very well set out on a campaign of argument against such individual belief on the part of the consumer

without putting the prejudice against pine tar into the minds of many people who otherwise never would have thought of it.

"We were in an uncomfortable position which we could do little to change. From time to time in our advertising, however, we used art work which pictured blondes, thus indirectly touching on the problem, and we also created the impression indirectly in some of our copy that our shampoo was as good for blondes as for brunettes. But we never made any strong attempt to educate or to argue.

"In the course of time we determined to find out definitely whether the fact that the shampoo contained tar really did influence many women. If it did prejudice them against the product, we wanted to know whether we could overcome the prejudice by lessening the tar content or by putting out a brand new product.

"Our investigation took the form of a house-to-house canvass over a wide area to make it as complete and fair as possible. Investigators began by asking women what they used for shampooing, and succeeding questions were put without the consumer's knowledge that this was an inquiry for Packer. In the end we found that many blondes did object to any tar in the preparation."

With this information in hand, the company had to make a choice between educating women away from an unfounded prejudice or creating a product which would meet with the desires of those who did not like the regular preparation. The company took the second alternative, and results have proved that it was a wise choice, for the new product, a light-colored shampoo minus pine tar, has rounded out the Packer line and made for sales over and above those of the original tar soap and the tar shampoo.

"An unusual combination of circumstances took the tar shampoo off the market," says Mr. Olds, "and put our new olive oil preparation on without any notice to the trade. This brought very interesting results.

"Dealers received the olive oil

shampoo about the middle of October without having the change called to their attention and strangely, to us, there were comparatively few complaints. Apparently they did not notice the shift. But in the course of time we finally heard from jobbers that some of our retailers and consumers were asking for the pine tar shampoo or nothing.

"It took two or three months, however, to put out the pine tar preparation again, and we gained two notable benefits from the delay. First, a splendid market was opened for the light-colored shampoo that was intended for blondes. Second, we received a tremendous boost for the pine tar product in that the trade was made conscious of the need for the tar shampoo.

"Beginning February 1 we shipped both preparations, and simultaneously we announced to the trade that we now had one product for brunettes and a special one for blondes. We used a double-page spread in a trade magazine to carry the story, and this is being followed up from month to month with other advertisements. A typical piece of copy shows how dealers were approached regarding this addition to our line:

NOW—2 PACKER SHAMPOOS—AND WHY:

For years Packer's liquid shampoo has been dark in color (it gets its deep brown shade from its healthful pine tar). But we have found that a dark shampoo restricts the market—for us and for you.

Many light-haired women have the delusion that a dark-colored shampoo may darken their hair. *Untrue!* Yet the prejudice is here just the same.

On the other hand, brunettes are not so particular *as to color*. In fact, many brunettes have shown a decided preference for Packer's liquid shampoo because of its healthful, tonic pine tar lather. So many, indeed, that—in an almost exclusively blonde market—Packer's Shampoo quickly stepped up among the best sellers!

But, naturally, we wish to sell to both light-haired women and dark-haired women. So—

Now . . . 2 Packer Shampoos to match the preference of both blondes and brunettes. . . .

"Backing this were special helps to jobbers, and we made our advertising up into a large broadside. We also put out a contact

Largest sales increase for 1926 was in the Indianapolis Radius

One of the largest and best known of all firms making and marketing a line of products sold through grocery stores, states that the largest sales increase in 1926 in the whole nation was made in the Indianapolis Radius market.

Three of the four products of this concern were advertised in The Indianapolis News exclusively in this market in 1926. The fourth product, the only one which was not a News exclusive account, ran nearly twice as much space in The News as in any other paper. The 1927 schedule calls for the use of The News exclusively in Indianapolis on all four products.

Here is proof of the Indianapolis Radius market — first in the nation in sales increase—and of The News—practically charged *alone* with the advertising job in this market.

The Indianapolis News

FRANK T. CARROLL, *Advertising Director*

New York
DAN A. CARROLL
110 East 42nd St.

Chicago
J. E. LUTZ
The Tower Building

man, known as assistant to the president, to work on the trade.

"Because our advertising year runs April to March, the first consumer advertisement which could catch our schedule will appear in May issues of consumer publications. In full color and in black and white pages in two women's publications and one motion picture magazine, we will tell about both preparations.

"Two paragraphs from a consumer advertisement indicate how we will feature the light color of the olive oil shampoo to attract those blondes who object to the pine tar preparation and also to appeal to any women with dark hair who do not like it. Under two illustrations, one of two blonde heads and the other of two brunette heads, is:

Now . . . 2 PACKER SHAMPOOS . . .

An olive oil shampoo for ash blondes and golden blondes . . . for radiant red-haired girls . . . for those with soft brown or ebon locks . . . alive, sparkly, fluffy hair in half the time.

Two Packer shampoos now? Yes . . . and one is brand new. It's a golden liquid, called Packer's Shampoo with Olive and Cocoanut Oils. The other, of course, is Packer's Pine Tar Shampoo. . . .

"Copy which follows plays up the general qualities of the two as shampoos without stressing individual ingredients, thus leaving it entirely to the desires of each woman which she shall use.

"Results of our recent decision to give consumers what they want instead of trying to overcome an unsound but firmly entrenched prejudice have been two:

"First, we have rounded out our soap and shampoo line so that it will satisfy varied consumer requirements;

"Second, the new product, instead of cutting into present sales, has built up a new market for itself and has increased our general sales."

H. C. McDonald Made a Director of Detroit Bank

Harry C. McDonald, vice-president and general manager of Walker & Company, Detroit, outdoor advertising, has been elected a director of the Central Savings Bank, also of that city.

Apple Growers Plan National Campaign

Plans for a campaign calling for the expenditure of \$1,000,000 were adopted last week at a meeting at Chicago of Apples for Health, Inc. This organization includes representatives of apple interests throughout the country. The advertising will be confined largely to newspapers in the principal apple consumption market centers. Magazine and outdoor advertising will also be used.

Funds for the campaign will be raised by an assessment of one cent a barrel on all apples shipped out of the eighteen principal apple-growing centers of the country. The campaign will be directed by the Millis Advertising Company, Indianapolis.

W. H. Eaton, President, Eaton, Crane & Pike

William H. Eaton has been named president of the Eaton, Crane & Pike Company, stationery. He succeeds his father A. W. Eaton, founder of the company and now chairman of the board.

Charles C. Davis, vice-president in charge of sales, has been made executive vice-president. Robert E. Kimball, formerly assistant treasurer was elected vice-president and sales director. Arthur T. Spratlin, assistant treasurer, becomes treasurer.

P. T. Cherington Heads Distribution Census Sub-Committee

Paul T. Cherington, of the J. Walter Thompson Company, New York, has been appointed chairman of a sub-committee on the census of distribution of commodities, being conducted by the Department of Commerce in co-operation with the Chamber of Commerce of the United States and the Association of Commerce of Baltimore, Md. Mr. Cherington succeeds Malcolm C. Rorty, of the International Telephone & Telegraph Company, resigned.

Florida Bridge Advertised

The St. Johns County Bridge Company, operating a toll bridge across Matanzas Inlet, between Daytona Beach and St. Augustine, has started an advertising campaign in seventeen Florida newspapers to attract northern-bound travelers. In the fall another campaign will be directed at southern-bound tourists. Roger M. Newcomb, De Land, Fla., has been appointed to direct this advertising.

Elliott Addressing Machine Appoints O'Connell-Ingalls

The Elliott Addressing Machine Company, Cambridge, Mass., has appointed the O'Connell-Ingalls Advertising Agency, Boston, to direct its advertising account.

O
All

Silver Articles.

An essential consideration in the purchase of silverware, whether for ornamental or household use, is an ENDURING design.

Articles made to meet the varying taste of the entire country, and sold to the trade at large, cannot possess this quality and are soon discarded.

The products of Tiffany & Co.'s workshops are designed to meet the wants of their customers, and are sold only at retail in their own store.

Tiffany & Co.,

Union Square, New York.

In Vogue's First Issue

The above advertisement appeared as one-sixth of a page in the first issue of *Vogue* in 1892.

During the current year Tiffany & Company are using every issue of *Vogue*—24 full pages.

VOGUE

*One of the Condé Nast Group
All members of the Audit Bureau of Circulations*

No. 17 in a Series

Lifting the Veil Of Subtle Sophistry

In Boston—to lift the veil of subtle sophistry surrounding newspaper values—to reveal the real picture of the newspaper situation

—just compare combinations with combinations rather than with individual morning or evening papers

—this way; optional combinations of First Evening + First Morning or First Evening + Second Morning

For logical comparison with compulsory combinations of Third Evening + Fourth morning or Second Evening + Third Morning

—with this result:

Combination	Circulation	Milline
1st combination (optional) American & Post	655,300	1.68
2nd combination (optional) American & Advertiser	415,588	1.68
3rd combination (compulsory) Globe, Eve. & Morn.	273,240	1.83
4th combination (compulsory) Traveler & Herald	250,998	1.99

Boston American Boston Advertiser

The people of New England have made it easy for you to choose your Boston Sunday newspaper.

THEIR choice is the Big Boston Sunday Advertiser—and their preference is most pronounced.

Here are the facts: The Big Boston Sunday Advertiser is regularly read by 45% more families than read the second largest and 52% more than the third largest Boston Sunday paper.

—and nearly four times the number of families reading the fourth Boston Sunday paper.

YOUR Sunday newspaper selection will pay greatest dividends when it agrees with the choice of New Englanders.

Paper	Circulation	Milline
Sunday Advertiser	490,588	1.53
Sunday Post	339,486	1.62
Sunday Globe	322,395	1.72
Sunday Herald	122,750	3.26



**Boston
Sunday Advertiser**

A Ha

There are so many reasons for the house magazine that reviewing them in detail is like attempting to argue the value of fresh air or food and drink.

Unless your business is different from every other, you can probably use either a dealer's or an employes' magazine to advantage.

And if it is different, perhaps there's all the more reason why you should have one.

No harm in talking it over.

CHARLES FRANCIS PRESS

461 Eighth Avenue Telephone Lackawanna 4300

Printing Crafts Building, New York

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PRINTING
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Henry Ford as a Butcher and Grocer

A Hard Proposition for the Man to Beat Who Must Make a Living from Retailing—But It Can Be Done

OLIN & OLIN
IRON MOUNTAIN, MICH.

Editor of PRINTERS' INK:

Among the numbers of thoroughly good articles which have appeared in PRINTERS' INK, I do not recall having read one pertaining to the operation of company stores by firms in the business of manufacturing on a large scale. I believe the insertion of one article might incite the publication of a number of discussions which would be beneficial to business in general.

Can anyone justify the existence of a company store such as that which is conducted in Iron Mountain by the Ford Motor Company?

Here is a store that sells to any and all comers, making the going hard for many merchants. Prices have been cut sharply in the past, and sales have been large, cutting down the volume of legitimate businesses, and creating the impression thereby that those of us who charge a reasonable price on many an article are nevertheless robbers and profiteers.

The Ford Commissary reminds me of the drug stores that use coffee, tea, preserves, etc., as cut price leaders with which to bring customers into their stores. Ford labels butter, lard, bread, and some other wrapped items presumably with the intention of advertising Ford, perhaps at the expense of other merchants. The lower Ford's prices, the more effective is this type of advertising. Perhaps advertising in this manner is less costly than advertising in the newspapers and magazines.

It seems to me that if the grocery business were big enough to warrant the manufacture or sale of cars as a sideline, merchants could buy Fords and sell them at reduced prices or give them away as business builders, one with each can of Calumet Baking Powder. But car manufacturers have an advantage in this respect, which seems to me reason enough for them to stick to their own knitting. They fix the resale price of their cars. Dealers must adhere to them or lose their agencies, although they can gamble on second-hand cars. If resale prices of foods, clothing, and drugs were fixed, there would be no Ford Commissary.

The Ford Commissaries were started, according to hearsay information, with the intention of preventing profiteering. The profiteers among the retailers of food, however, have long since passed out. Competition makes low prices, both in the sale of foods and cars. Many dealers even in Iron Mountain have learned that they can show a bigger profit with a large volume of sales at a small margin than with a smaller volume at a bigger profit. They don't need any brakes applied in the form of

a Ford Commissary to keep prices down. Besides what they have learned about volume sales, they have a few chain stores to teach them some new tricks in retailing.

The number of business failures, fires, and other means of extermination that have taken root in Iron Mountain in the last year totals twenty or thirty, I believe, exact figures for which are probably available, if inquiry is made of Dun or Bradstreet. Although the major cause of these failures has been curtailed industry, principally at the Ford plant, the Ford store has contributed to the number, by selling at prices which smaller stores could not meet.

The cause for complaint comes from the fact that many Ford employees are virtually compelled to ask for credit even in the face of the fact that they could buy more cheaply from the Ford Commissary than elsewhere. They have not had enough cash ahead to buy for cash. Those who have benefited most from the operation of the Commissary are people who could well afford to pay the bigger prices, the bankers, lawyers, Ford salaried employees, and others who might better be supporting local business and helping thereby to build up their town, than buying from a so-called non-profit store such as Ford runs.

Am I right or wrong?

OLIN & OLIN

WILL OLIN.

YES, indeed, Mr. Olin, PRINTERS' INK has dealt with the subject of company stores. It has not, however, touched on Mr. Ford's retail food, clothing, hardware and drug establishments.

We suppose, Mr. Olin, that Ford's Commissary in your town has made it hard for you and your business, but from the letter you write and from the bristling, fighting and good-natured advertising you get out, we are going to risk the assumption that you give those in charge of Mr. Ford's Commissary no small amount of worry. We rather imagine that people like to do business with you because of your good nature.

All of this we are judging from your letter and from the advertising leaflets which we believe are written by you and which, like your letter, are intelligent. We have yet

to see any advertising matter of a small town retail store so full of interesting and cheerful descriptive matter as that which you get out for your business.

We have never seen Mr. Ford's Commissary in your town or in any other town. We have, however, had a description of one of his retail establishments—the one at River Rouge, Mich. A grocer writing of his visit to that Commissary in the *Modern Merchant and Grocery World* describes it in this fashion:

"Henry Ford's store at his Fordson Plant in River Rouge is not called a grocery, neither is it called a food market nor a general store. It is always referred to around River Rouge as the Commissary.

"It is probably the poorest located large store in the entire world as location is usually considered. It is located on Miller Road at the extreme end of the mammoth Fordson Plant, in a section that is entirely industrial; nothing around it but factory buildings and railroad tracks. The nearest house is a half mile away.

"The Fordson factories let their men out at intervals of fifteen or twenty minutes apart in changing shifts. When a shift comes out of the factory, the Commissary immediately fills up with grim looking, determined men who never smile or joke, but rush over and buy their supplies in the most determined sort of way. No shopping, just speed; no unnecessary talk, no time wasted by either customer or clerk, just cold-blooded Ford efficiency. His employees seem to be trained that they buy their groceries and supplies in the same way that they work, and that is by the count."

If the Ford Commissary in your town is a counterpart of the one in River Rouge and if yours is a cheerful store in which people smile as they buy, then Ford's prices won't put you out of business. Just as you wouldn't beat Ford in the automobile business so he can't overcome you in the grocery business. His competition will continue to sharpen your wits. He knows his bolts and

nuts, but you know your onions.—[Ed. PRINTERS' INK.]

Retailers Protest Against Ford Competition

MUCH disturbance is being caused by independent retailers in parts of the Middle West as a result of Henry Ford's decision to let the general public buy groceries, hardware, clothing and other staple commodities at his commissaries which were originally established exclusively for his employees.

In Detroit, it is reported, 4,500 retail grocers have made plans for a campaign against Ford. In St. Louis, a copy of a letter written to Ford by L. F. Padberg, secretary of the Missouri Retail Grocers and Merchants Association is being widely circulated among retailers. The letter, reported to have been written by Mr. Padberg, reads, in part, as follows:

Much bad feeling exists today in St. Louis and Missouri from the independent retail grocer and butcher toward the Ford company on account of your operating retail meat markets and groceries in Detroit. Protests are coming in from all parts of Missouri steadily.

You are trying to mislead the people into the belief that the corner retailer is holding them up, overcharging, etc. You know it is not true. You are sowing the spirit of suspicion, hatred and discontent among the public toward the little retailer. You are helping to destroy the community builder.

The retail business, more than any other, gives the individual an opportunity to put his own initiative to work, to bring his own personality into play, to work out his own salvation. Why destroy the very thing by "your retail store policy" that has done more to bring our country, our men, to the front than anything else—"initiative"?

The present-day grocer should be supported and perpetuated.

Allow another comparison. How many automobiles do you sell to chain stores?

I am sure every grocer and butcher buys and operates an automobile in his business, mostly Fords. No line of business has popularized your small trucks as has the grocer and butcher. St. Louis has 500 chain stores, "no delivery," 2,500 independent grocers and butchers—at least one car apiece. They deliver. If they did not, it would mean 2,500 Fords less. You, in your meat market, advocate cash and carry, "no delivery." Should we follow? Remember—no delivery, no Ford truck.

The Evening
American has
more CITY
circulation
than the sec-
ond evening
paper has
TOTAL circu-
lation.

CHICAGO AMERICAN

A good newspaper

Questions Which Export Managers Ask About Advertising

Advertising Was a Principal Topic of Discussion at the Annual Convention of the Export Managers Club of New York Which Was Held Last Week at New York

MONG the many phases of export selling discussed at the annual convention of the Export Managers Club of New York, it is significant that the topic which brought the most inquiries from the floor was advertising. There were about 600 representatives of export trade present and those seeking information were divided into two groups: Advertisers who wished to learn more about its use and export representatives whose products are unadvertised.

The discussion became so general and this distinction became so marked that one member called for a showing of hands of those who believed in the efficacy of advertising in its adaptation to foreign markets. The number of hands raised registered a preponderance in the affirmative. This request was quickly followed by another that those advertising and representing products which are advertised abroad, raise their hands. More than half the convention responded, whereupon the questioner, A. H. Keleher, an export representative, stated that he was pleasantly surprised to find that there were so many. It was his experience, he said, that advertising used with intelligent application to the various markets, was the best and a most economical way to develop business.

The questions put to the speaker on advertising, Carl H. Greene, of Harold F. Ritchie & Company, Inc., give some idea of the problems on which export managers seek guidance. These included: Should the foreign copy closely follow that used in the domestic market? Should foreign advertising be directed by the American advertising agency, by agencies specializing in foreign markets, or

the representative in the territory? Isn't it preferable to leave the authority for expending the appropriation to the export manager? Is it sufficient to base the appropriation on a percentage of sales? If so, could this be applied indiscriminately to all countries?

Mr. Greene suggested that it is always good practice to consult with the foreign representative on advertising copy. His counsel should be sought on phrasing, receptiveness of appeal and other factors peculiar to local custom. In this way exporters not only get the benefit of his advice but at the same time they develop the local representative as an advertising man and stimulate his interest in what is being done by the exporter to create good-will.

The relation of export sales to the major policies of business was discussed by S. Horace Disston, vice-president of Henry Disston & Sons, Inc. His speech is reported elsewhere in this issue.

The removal of a condition which has handicapped export managers in the past was described by P. B. Deane, general sales manager of the Yorke Safe & Lock Company. The export manager of yesterday, Mr. Deane said, has been responsible to persons somewhat ignorant of export matters. As he has justified the responsibilities placed upon him, however, he has been given added duties with the result that an increasing number of export managers have been promoted to positions of greater responsibility. The consequence is that the export manager of tomorrow will be reporting to principals well informed on foreign trade.

E. B. Filsinger, Lawrence & Company, who presided over the annual dinner, told his audience that the export manager is a sales manager for, without sales, no export department has a reason for being. Silas H. Strawn, chairman of the board, Montgomery Ward & Company, declared that foreign sales strongly influenced the domestic market where prices are always dependent upon consumption of the product in foreign countries.

"An Extraordinary Picture!"

COMMENTING on a recent WORLD analysis of New York, a western manufacturer* voices a typical attitude toward the New York market.

"It has always been a very hard problem," he writes, "to analyze markets such as New York and Chicago, and we believe a great many manufacturers lose a large proportion of circulation of metropolitan newspapers simply because the market cannot be seen in a picture."

"The writer has been in New York several times during the past few years, however not on any particular business, and, therefore, did not pay particular attention to the merchandising of any article in your market.

"In studying over your book [*The ABC of the New York Market*] we believe the facts as presented give the ordinary layman an extraordinary picture of the conditions as they exist in Greater New York."

*Name on request

The World
NEW YORK

Pulitzer Building
New York

Tribune Tower
Chicago



4,172 Girls Run

No, we haven't added these girls to the roll of the Sun Carriers.

We thought you might be interested in knowing that 4,172 girl athletes entered the games in the third annual Evening Sun Carnival, held in the First Regiment Armory in Baltimore on Saturday, March 12th.

We doubt if as many girls ever participated in any athletic event held indoors anywhere else in the United States.

But the Sunpapers are used to doing things on an unusual scale—breaking their own advertising lineage records year after year, for one example!

The Sunpapers, Morning, Evening

for the Sunpaper!

and Sunday—stand ready to introduce your products to these athletically inclined young American girls, to their families and to the homes of Baltimore.

Average Net Paid Circulation for Month
of February, 1927

Daily (M & E) 254.793
Sunday - - - 198,485

**Gain of 6,542 Daily and 8,773 Sunday
Over February, 1926**

Everything in Baltimore Revolves Around

THE



SUN

MORNING

EVENING

SUNDAY

JOHN B. WOODWARD,
Bowery Bank Bldg., 110 E. 42nd St.
New York

GUY S. OSBORN
300 N. Michigan Ave
Chicago

C. GEORGE KROGNESS, First National Bank Bldg., San Francisco

**BALTIMOREANS DON'T SAY "NEWSPAPER"
—THEY SAY "SUNPAPER"**

when local
advertisers see
some of the printed
claims of papers
that sell "zone"
coverage to
the national field
they must wonder
how much home
town circulation
they get—
the Detroit Times
is thoroughly
domesticated—

Trade Commission Loses Another Price Maintenance Case

Supreme Court Denies Appeal of Commission in Case against Harriet Hubbard Ayer, Inc.

*Washington Bureau
of Painters' Inc.*

THE final court decision in the case of the Federal Trade Commission against Harriet Hubbard Ayer, Inc., appears to throw considerable clarifying light on the subject of price maintenance by manufacturers. On October 7, 1925, the Commission issued to the Ayer concern an order to cease and desist. The respondent appealed the case to the Circuit Court of Appeals for the Second Circuit, which held that the order of the Commission had no support in the evidence and no warrant in law. The Federal Trade Commission then appealed the case to the Supreme Court of the U. S. on a writ of certiorari. Recently the court denied the writ, which makes the decision of the Circuit Court final.

The order of the Federal Trade Commission was based on the allegation that Harriet Hubbard Ayer, Inc., was maintaining a policy of securing observance of resale prices for its products by co-operative methods in which the respondent and its distributors, customers and agents prevented others from obtaining the company's products at less than the prices designated by it, or from selling to others who failed to observe the fixed prices.

The decision of the court mentions four specifications wherein the Commission claimed that the Ayer concern accomplished price fixing. First, by procuring or entering into agreements or understandings with customers whereby they promised to resell the products purchased from and at prices specified by the Ayer company. Second, by requesting customers to report competitors who did not observe the retail prices suggested by Ayer or, acting on reports so obtained, by refusing or threatening to refuse sales to customers so reported. Third, by requiring from customers previously cut off,

promises or assurances of the maintenance of Ayer's retail prices as a condition of reinstatement. Fourth, in utilizing every equivalent co-operative means of accomplishing the maintenance of uniform resale prices fixed by the Ayer company.

One of the most important and interesting features of the decision is its application of the law to the Commission's specifications. It explains that, at common law, contracts in restraint of trade were held to be invalid, and that the Sherman Anti-trust Law was intended to make the common law applicable in Federal cases and to add to the civil redress thus affording criminal punishment in such cases. "There was nothing in the statute qualifying the phrase 'restraint of trade.' But by the decisions of the Supreme Court, all contracts in restraint of interstate commerce, whether the restraint was reasonable or unreasonable, were forbidden."

In 1915, the decision continues to explain, in the Standard Oil Company case the Sherman Anti-trust Law was construed so as to forbid unreasonable restraint of trade. Shortly thereafter, the Supreme Court announced that public interest was made a determining factor as to the validity of acts complained of, and conduct or acts contrary to the spirit of the law were condemned even though they were not within the letter of the law. Also, acts permissible within the letter of the law were to be condemned if they were contrary to the spirit of the statute. In support of this reasoning, the decision cites the case of the United States *versus* American Tobacco Company (221 U. S. 106), comments on the rule of reason referred to by the Supreme Court in this case, and then, after mentioning the Colgate case (250 U. S. 300), continues:

"The Supreme Court announced

that the manufacturer might legally refuse to sell his products to a dealer who cut prices on the products of the manufacturer and further, that the manufacturer might announce in advance his minimum price for the sale of his merchandise below which prices of sales made would be considered and treated as objectionable price cutting. It had been previously announced that a retail dealer has an unquestionable right to stop dealing with a wholesaler for reasons sufficient to himself, and might do so because he thought such dealer is acting unfairly in trying to undermine his trade. . . . The doctrine was adhered to in the Colgate case, that the manufacturer, engaged in a private business, was entirely free to sell to whom he pleased."

The decision then cited the opinion of the Supreme Court in the case of the Federal Trade Commission *versus* Raymond Brothers-Clark Company (263 U. S. 565), to the effect that a wholesale dealer has the right to stop dealing with a manufacturer "for reasons sufficient to himself." He may do so because he thinks the manufacturer is undermining his trade by selling either to a competing wholesaler or to a retailer competing with his own customers. In the same case the Supreme Court held that a wholesaler or retailer has the reciprocal right to stop dealing with the manufacturer. "This each may do, in the exercise of free competition, leaving it to the manufacturer to determine which customer, in the exercise of his own judgment, he desires to retain. . . . An act lawful when done by one may become wrongful when done by many acting in concert, taking on the form of a conspiracy which may be prohibited if the result be hurtful to the public or to the individual against whom the concerted action is directed."

Oppression and monopoly are then held to be the objectionable elements to which the law takes exception. The decision declares that competition is condemned when it is unfair or characterized by fraud, unfairness or oppression.

"This court has recognized the right to protect the manufacturer's interest and to enable the jobbers to make reasonable profits and to refuse to sell to jobbers who sell to the retailers at a greater discount than the wholesalers have approved."

According to the decision, no court has gone so far as to hold that an occasional instance in which an agent of a manufacturer has solicited or urged a retailer not to cut prices, amounts to an unfair business policy which is condemned by the Act. The court found that the record disclosed that there had been no secrecy or subterfuge employed in the methods pursued by the Ayer company in its merchandising policy. The decision comments on the fact that the company stated its policy frankly to jobbers or retailers who were price cutters and refused to sell such customers when they were made known. The company had about 8,000 customers and there were not more than fifty complaints of customers as price cutters. The court found that the company did not seek out the price cutters, but that they were reported from time to time by competitors in the jobbing and retail business. When complaints were received by the company, a form letter was sent to the price cutting customer, and the decision quotes the following letter as a type:

Word has come to us that you are selling our product at less than retail prices. Probably you are not advised of the fact that we are very insistent upon having our resale prices upheld.

We aim at a high standard for all of our products and will not knowingly permit any customer to lower them in the esteem of the buying public by cutting prices. It is our belief that you will hereafter co-operate with us in this connection in order that we may continue on a mutually friendly basis.

Very few houses throughout the country cut prices on our articles against our known wishes, and as to those houses who do cut we refuse to fill future orders. Such persistent price-cutting has a demoralizing influence in any community. It is quite true that where the retailer receives and pays for merchandise it belongs to him and he can do whatever he wants with it. That is the legal aspect. However, the ethical and moral aspect, upon which business is more particularly done, is that the retailer should observe and maintain the wholesaler's prices whenever the wish to

What Can The Housekeeper Do To Your Sales Volume?



Some of them still say "I like The Times-Picayune," but most of them say "I NEED IT!"

SHE has done quite a bit to The Times-Picayune's circulation records, for it has now and has maintained for years by far the greatest home delivered circulation of any New Orleans newspaper.

There's a reason, of course, for this preference. There are pages of recipes, menus, suggestions for entertaining, of fiction, fashions, pattern services, interior decoration, a "beauty" column, club news, society, Dorothy Dix's daily feature, the Saturday Market Basket pages and others of especial interest to the ladies. The standard of excellence maintained in

this group has created a daily audience dependable in its loyalty and profitable in its size.

The volume of advertising of food products, women's wear, toilet requisites, household appliances, etc., carried on these pages exceeds by a significant total that of any other New Orleans newspaper, and is steadily increasing.

Department stores, who must reach the women buyers, place 30% more advertising in The Times-Picayune than in any other local newspaper.

If the housekeeper means anything to your sales volume The Times-Picayune's ever-increasing home circulation dominance is the New Orleans way to maximum sales at minimum cost per sale.

The Times-Picayune

In New Orleans

Member 100,000 Group of American Cities, Inc.

Member Associated Press

Representatives: Cone, Rothenburg and Noee, Inc.
Pacific Coast Representatives: R. J. Bidwell Co.

have this done is indicated. Because of the foregoing we trust and believe that you will hereafter maintain our retail prices.

The court also commented on the fact that the complaining customer received a form letter thanking him for bringing the matter of the price cutting to the attention of the company, and assuring him that the company would rather have the offending dealer return the goods than to sell them at cut prices. This letter also requested that if the recipient found that the offending customer continued to cut prices, the company would like to be notified promptly.

In commenting upon these letters and the results produced, the decision of the court mentioned that unless the customer complained or continued to cut prices and the Ayer company received no further complaints, his orders were filled. The price cutter found himself an undesirable customer only when he continued in his refusal to maintain prices. No list of price cutters was kept, no system of follow-up was pursued after the form letter was sent out, and there was no established method of interviewing or keeping in touch with retailers and jobbers. The information as to price cutting came from retailers only, and it was the market of the retailers which was affected by the price cutters.

Testimony was introduced to prove that a price list of the Ayer company's products was sent out in some of its packages; but there was no evidence to show that there was anything by way of direction in the company's merchandising system to compel or even request retailers to adhere to the prices in their resales. The price list sent out in the packages served no purpose other than to appraise the ultimate consumer of the ordinary retail prices at which he could purchase the Ayer products, and also to name the price at which the retailer or jobber could purchase the product. In each instance, where a salesman visited a retailer, the latter agreed that he would not offend further by continued price cutting. In two in-

stances, the customer's order was refused on the ground that he was a price cutter. And there were some twenty-nine letters similar to the one quoted offered in evidence. The decision reaches the following conclusion:

"From this it is clear that there was no established unlawful method of merchandising in petitioner's business. There was only a slight deviation from the petitioner's general merchandising practice. Out of thousands of sales made with some 8,000 customers, but a few are referred to as instances of an effort to eliminate the price cutter. In doing this, we think that the petitioner did no more than it might lawfully do in selecting its customers whom it considered desirable. Such occasional instances do not constitute unlawful or unfair methods of competition referred to within section 5 of the Federal Trade Act. There is nothing disclosed in this record to base a finding of fact that there was an effort of discrimination resulting in substantially lessening competition or tending to create a monopoly in this line of commerce. Price maintenance is unlawful when it tends to create a monopoly. But there was no co-operation with its jobbers and retailers or other distributors which was effectual either as an agreement, expressed or implied, intended to accomplish purposes of price fixing. Until such is established, an order to cease and desist is unwarranted."

When this rather sweeping decision was discussed with one of the highest officials of the Federal Trade Commission, he expressed the opinion that it would be unwise for manufacturers generally to use it as a basis of general sales policy. He mentioned the fact that there are several important price maintenance cases similar to the Ayer case which are now before the Supreme Court, or on the way to that tribunal. The denial of the Supreme Court to rehear the case, he said, did not mean that the highest court approved the decision of the lower.

What Gives Circulation Its Selling-Power



An advertiser says:
"I would rather put
my advertisement in
the 100,000 circula-
tion of a magazine
with full family ap-
peal than in a 500,000
circulation with a
table of contents read
by one in ten."

*A reader says: "All
the folks in our home
read it."*

[The story of the two young fellows who wrote "Ask
Me Another" will interest you—in the May issue.]

SUCCESS MAGAZINE

GRAYBAR BUILDING, NEW YORK CITY

NATIONAL Re-BUILDING CAMPAIGN

A new development of great importance to manufacturers of building materials and home products

THE HOUSEHOLD MAGAZINE announces the inauguration of a National Re-building Campaign dedicated to the improvement and modernization of homes.

Cessation of the building boom has stimulated interest in the subjects of re-building and re-furnishing existing homes. The HOUSEHOLD MAGAZINE responds with a complete educational program that will cover in detail, the planning, budgeting, material selection and completion of the home re-building project.

As part of this program, a typical Main Street home will be completely re-built and re-decorated

under the supervision of the Household Searchlight and the Household Better Homes Department. Progress of this work will be followed monthly by 1,650,000 Main Street families, through the pages of the **HOUSEHOLD MAGAZINE**.

The National Re-building Campaign comes at an opportune moment for both home owners and manufacturers. Intelligent direction of this new tendency toward building conservation is bound to prove beneficial to both buyer and seller in the great Main Street market.

*It is especially fitting that The **HOUSEHOLD MAGAZINE**, established periodical of this market, should initiate this campaign.*

Manufacturers and advertising agencies interested in the National Re-building Campaign are invited to request further information.

The **HOUSEHOLD MAGAZINE**

"THE MAGAZINE OF MAIN STREET"

CHICAGO: 608 South Dearborn Street

NEW YORK: 120 West Forty-Second Street

SAN FRANCISCO: 201 Sharon Building

ARTHUR CAPPER
Publisher

D. M. NOYES
Advertising Manager

What a True Analysis of the Farm Market Will Show You

*One of a series of advertisements on the question,
ARE ALL FARMERS EQUAL?*

A GROUP of advertisers in the farm field recently raised the question: Are all farm families on a par with each other in the matter of living standards, income, bank accounts and farm investment? What about their buying power? Aren't they all about the same in that respect? And as for alertness, aren't farm people equally awake to adopt household and farm equipment conveniences, labor-saving devices and modern improvements?

To some, these questions may seem simple and perhaps foolish. Yet, they bring to light an impression held in the minds of a few advertisers that all farmers are similar; that their wishes and financial status are about the same. They have recognized long ago, however, that the city market has its class and mass, its quality buyers and leadership families.

A careful analysis of the farm market discloses precisely the same mass and class distinction that is usually attributed to the urban market.

With the Department of Agriculture as authority, the basic agri-

cultural industry is divided into several branches, such as Dairy Farming, Livestock Raising, Fruit Growing, and one-crop farming such as Tobacco, Cotton, Wheat or Truck crops. The value of the products clearly shows the importance of each division:

Dairy Products	\$2,747,000,000
Corn	2,175,000,000
Cotton	1,656,000,000
Poultry and Eggs.....	1,117,000,000
Wheat	991,000,000
Fruit	657,000,000

Ranked thus, as first in the entire agricultural industry, the dairy farm family automatically becomes the better class farm prospect—the quality buyer of the farm market.

Separating the dairyman from the average or mass group of farm people is a regular and uniform income throughout the year in place of the income from an annual crop; a turnover of capital at the rate of 365 times a year; and a stable, reliable and more profitable product to market than any other farmer. Milk is known as the biggest crop in America.

To any advertiser interested in the farm market, a fair analysis will prove that the dairy farms must not be overlooked. Reach these most progressive and prosperous farm families through the foremost publication—The Dairy Farmer.

THE Dairy Farmer

"The National Dairy Farm Magazine"

E. T. Meredith, Publisher, Des Moines, Iowa

Wisconsin Governor Emphasizes Truth in Advertising

An Integral Force in Our Civilization, He Tells Sixth District Convention

LACK of truth in advertising," Governor Fred R. Zimmerman of Wisconsin told the advertising clubs of the Sixth District of the International Advertising Association at their convention at Milwaukee last week, "means lack of soundness in business. All of which means that the State has a vital interest in this great modern business force."

Governor Zimmerman explained that the convention was the first advertising meeting he had ever attended and that he had gained from it so much constructive thought that would enable him to function more resultfully as the State's chief executive that he is going to be a regular attendant hereafter.

"For one thing," he said, "I am amazed at the size of this gathering. My friend Charles C. Younggreen in inviting me over here said I would be speaking to a group of representative advertising men from Wisconsin, Illinois, Indiana and Kentucky. But here you have a registration of nearly 700 which is certainly setting a new mark in district convention activities. Meetings of this kind are highly valuable, for it is upon education through advertising that we depend largely to continually raise our standards of living. That is one thing that cannot be left to chance. Corruption cannot be permitted, even though we may be compelled at times to resort to the force of public authority.

"I am not one of those who believe that 'there should be a law passed' as a magic formula to bring on the millennium at an early date, but there are times when the law must step in to restrain the selfish and vicious or to become a rallying point of co-operation which could not be possible without its aid.

"Advertising cannot in all cases be left to hit or miss methods of development. It must govern it-

self or be governed by public authority, always having in view higher standards. It must be at all times one of the means of social evolution. It must go along lines parallel with the welfare of the individual and society.

"In a large sense, business is life and advertising is business.

"Advertising is entitled to the co-operation of the State in its legislative capacity to foster and enforce the highest ethical standards, for advertising is the motive power of business, and when its quality is impaired business must suffer."

Arthur Capper, United States Senator from Kansas, and publisher of the Capper Publications, congratulated the delegates on the high state of efficiency advertising has reached in enhancing the merchandising process, but he insisted that the full measure of benefit along this line could not be reached until the agricultural question had been settled. E. T. Meredith, publisher of *Successful Farming*, in a short address, agreed with him.

Dr. Glenn Frank, president of the University of Wisconsin, insisted that advertising now has the greatest of opportunities to advance what he termed "the dawning emancipation of mankind." It was his thought that a new and better civilization will spring from the much talked of machine civilization which we have today.

Upon the advertising profession, he said, rests the responsibility of "merchandising modern thought," and the "evangelism of science," the ferreting out and translating of the new ideas and truths of science from "highbrow jargon" so science will be understandable and usable.

"The challenge of the century to business," he asserted, "is to make science work for the emancipation of the world."

It was the thought of C. K.

Woodbridge, president of the International Advertising Association, and vice-president of the Electric Refrigeration Corporation, of Detroit, that advertising is "the common language of trade and the force that is greatly promoting civilization and happiness through the merchandising of conveniences and labor-saving devices." Mr. Woodbridge could look ahead and see greatly increased usefulness for advertising within the next few years—a time that would make all previous advertising achievements seem relatively insignificant.

Francis W. Dickey, economist of the First Wisconsin National Bank, of Milwaukee, declared the business changes since the war have been "nothing short of an industrial revolution."

High wages in combination with high productivity per man, due to motive power, are responsible, he said, for the nation's prosperity. He spoke of the "new profession, business management," and said, business rapidly is becoming a "technical profession."

Claude C. Hopkins, of Chicago, in the address of the afternoon, sounded the principle of writing advertisements "in the language of the people." He stressed the appeal of simplicity and plain talk.

Mr. Hopkins interested his audience with a "shop talk" on successful advertising methods of great concerns. Before a national advertising campaign was started, he said, a test campaign was held in one city to determine wherein lay the appeal before expending large advertising appropriations.

Beautification was the appeal that "took" in the case of a nationally famous soap and a toothpaste, he said, and as for oatmeal, people didn't "fall for it" in a partly cooked form, but did buy when it was advertised as being quickly prepared because the flakes were split, without altering the consistency or appearance of the oatmeal after cooking.

Pleading the cause of the independent retail merchant, J. Sidney Johnson, Western Grocer Co., Marshalltown, Ia., suggested it was up to manufacturers and job-

bers to help the independent merchant with advertising and merchandising, to compete with the chain store.

Men of compelling force and commanding personality who can act as pacemakers, inspiring those with whom they come in contact, were discussed by Prof. Stephen Gilman, dean of the school of business, University of Wisconsin.

Stephen Bolles, editor of the Janesville, Wis., *Gazette*, called newspapers the "highways of trade stimulation," and declared the small city newspaper of recent years has attained a position of importance and prominence.

BUSINESS IS HEADED IN RIGHT DIRECTION

"There is emerging a profession of business," said A. R. MacDonald, editorial director of *System*, "and our present day practitioner of management is certainly making progress in the right direction. He has not lost sight of the finer things in life. In fact sound him out and we find him the leader today in movements in behalf of the welfare and enlightenment of mankind."

"There is too much waste in the selling and advertising efforts of United States business men. There are too many organizations chasing prospects all over the country," said Homer J. Buckley, of Buckley, Dement & Company, Chicago.

"It is tragic to observe the amount of hop-skip-and-jump and grasshopper selling that is going on—all of which is adding to the high cost of doing business.

"In the consideration of this subject, it would seem obvious that the question of the channels of distribution does not enter into the analysis of the situation; for whether a company shall market its products through jobbers, through branch offices plus jobbers, through retailers only, through branch offices plus retailers, or direct to consumers, is a question that has to be determined by the type of product and the policy of the company. Our chief concern, therefore, has to do with the actual reason for the high cost.



\$1,505,427,662.

Changed Hands Last Year In Jacksonville

THAT'S the total of bank clearings in Jacksonville, Florida, in 1926—nearly twice as much as in 1924 and three times as much as in 1922.

This is a dependable index to the size of the Jacksonville market and the rapidity of its expansion.

Jacksonville is a great market in itself and, in addition, it is the distribution center for Florida.

Evidence of this is the fact that more than 100 manufacturers opened branches or distributing offices in this city during the past year.

The Jacksonville trade territory offers rare opportunities to the national advertiser, with the extra advantage that he can secure complete and economical coverage in this territory by using one medium—

The Florida Times-Union
JACKSONVILLE, FLA.

and the answer, I believe, lies in the high cost of the machinery employed in the distribution."

"Take 'em, teach 'em, trust 'em." That, in brief, was the advice of Professor Chester E. Willard, of the school of commerce at Northwestern University, who addressed the delegates on "Molding the Merchandising Man of Tomorrow."

"Merchants and trade, from time immemorial, have been the pariahs of mankind," said Professor Willard. "Treated with contempt and suspicion, which formerly was no doubt too often well deserved, modern conditions and modern policies have given them an important and outstanding position in the world.

"Today the underlying thought of service to the public has become the creed of merchandising and this in turn has radically modified the attitude with which people view this essential labor. The change in conditions, however, has come about more quickly than most of us have realized, with the result that too great a proportion of us are still struggling to meet those new conditions with somewhat inadequate powers."

"Sales volume pays the advertising bill in modern business, for when greater business volume produces sales at lower cost, this lower cost affords a margin for advertising," said Rhey T. Snodgrass, advertising director of the St. Paul *Dispatch* and *Pioneer Press*.

"You may say, 'Where does the increased volume originate?' The answer is that all businesses are in competition for the dollar of the consumer, whether they are the same kind of businesses or not. Increased volume comes chiefly from the competitor who does not advertise or who does not advertise carefully or adequately."

"In other words, advertising of successful merchants is paid for, at least in part, by the non-advertisers."

O. C. Harn, managing director of the Audit Bureau of Circulations, discussed "Circulation Values in Advertising."

W. Frank McClure, chairman of

the National Advertising Commission, told about the plans to promote a general understanding of the economics of advertising—a plan which was referred to in an editorial in the March 24 issue of PRINTERS' INK.

Earle Pearson, general manager of the International Advertising Association, extended greetings of the parent body and said that the Denver convention promised to be unusually successful.

Charles C. Younggreen, vice-president of Klau-Van Pietersom-Dunlap-Younggreen, Inc., Milwaukee, was unanimously re-elected district chairman. It was decided that a committee should be appointed to select the meeting place for next year's convention. This was done in line with a suggestion made by Judge E. Allen Frost, of Chicago, representing outdoor advertising interests.

"Milwaukee has made an entirely new pattern for district conventions," Judge Frost said. "In all seriousness I insist that any city getting the convention from now on should be able to promise the attendance of the Governor of the State and the president of the State university as has been done here."

R. R. Whitman Joins Security Companies

Russell R. Whitman has joined the North American Title Guaranty Company and the North American Security Corporation, both of New York, as vice-president and secretary. He will have charge of sales, advertising and promotion. Mr. Whitman recently disposed of his interest in the New York *Commercial*, now merged with the New York *Journal of Commerce*.

Federal Motor Truck Elects C. A. Rogers, Treasurer

Chandler A. Rogers, assistant treasurer of the Federal Motor Truck Company, Detroit, has been elected treasurer, succeeding E. P. Hammond. Mr. Rogers' actual duties for the last nine years have been those of treasurer.

Has Golden Glint Shampoo Account

The J. W. Kobi Company, Seattle, Wash., has appointed The H. K. McCann Company to direct the advertising of Golden Glint shampoo.

THE NEW YORK TIMES has steadily reduced the cost of placing advertising before intelligent, discriminating people in the richest market in the world.

Today the cost per line per thousand copies in The New York Times is less than it ever was. The cost, tested by results, is also the lowest in any medium in New York.

The Times increasing circulation enables advertisers to place their announcements before a larger group of high quality readers than it has ever been possible to reach through one newspaper in New York—without duplication, without waste, and in a newspaper which because of its censorship has the strongest confidence of intelligent readers.

Net paid sale daily, 375,000 copies—over 310,000 in the New York market; Sundays 675,000—approximately 400,000 in the New York market.

The New York Times

*Advertising leader in volume and character in
New York. Total lines 29,788,828 in 1926*

Mar. 31, 1927



Delineator Home Institute No. 8

In a Corner of the Laboratory

THE laboratory of Delineator Home Institute is operated as a distinct aid to manufacturers of household appliances—as well as to users of these appliances. Here, stoves, refrigerators, washing machines, ironers, dryers, vacuum cleaners and countless other devices are tested so that thousands of women may be told how to obtain best results from their use.

In Delineator's purpose to further the Art of Gracious Living, the first step is to enable its readers to obtain ample time in which to cultivate it.

Delineator

Established 1868

THE BUTTERICK PUBLISHING COMPANY

M^{R.W.K.}KELLOGG,
the gentleman
who made Battle
Creek world fam-
ous as the "empire
of breakfast foods"
in a letter to The
Detroit Free Press
dated March 21,
1927, says among
other things:

and therefore we
have felt its influ-
ence in a wide-spread
territory."



"We feel sure the
Free Press has not
only been a vital
factor in the Kellogg
success in Detroit,
but also throughout
Southern Michigan;
for its value is not
confined to Detroit,

By the way, The
Kellogg Company
spends more money
in The Free Press
to sell its product
in Detroit and the
Detroit-Michigan
market than in any
other newspaper in
this territory.

The Detroit Free Press

VERREE &		CONKLIN, INC.
National		Representatives
New York	Chicago	Detroit
		San Francisco

Am I Underpaying or Overpaying My Men?

This Universal Business Problem Depends for Its Answer on Where You Look

By Charles J. McGuirk

AM I underpaying or overpaying my men?

When the postwar boom had reached its peak and begun its descent and seemingly unlimited buying fell off while conditions slowly reached out toward normalcy, a hundred thousand employers in the United States found this question staring them in the face.

It was one of those irritating queries propounded by conditions. It could not be evaded. It could not even be answered by, "Yea" or "Nay." It had to be met and solved with action. Having been solved once by a hundred thousand employers—or a hundred thousand times or so—meant nothing. It was discovered that it was one of those constantly recurring queries to all but a comparative few who have discovered the correct solution.

The correct answer to: "Am I underpaying or overpaying my help?" lies, strangely enough, far away from the producing and sales department. It revolves about the office help, the white collar man and his sister, the woman in business.

Interviewing six executives who, taken together, represent a cross section of this nation's business life, I found a singular unanimity in their answers. Shaking these down for their gist, I found the composite answer divided itself into three parts which dealt respectively with the production and the distribution departments, and with the office.

In the production departments, business is not underpaying, to say the least, because it is dealing with mass labor, both skilled and unskilled which, answering to insistent demand, is coming in at top price.

In the distribution departments,

which deal with the movement of the finished product through advertising, salesmanship and direct sales, business is paying neither more nor less than it should, because in any well-regulated concern, the distribution department tends to fix its own budget. When it doesn't it is only a question of time when that particular concern is no more.

But the general office, for the most part, is underpaying its workers. It is doing so through no fault of its own or of the office man or woman. As one employer explained to me: "The white collar man and his sister are neither flesh, fish nor fowl. They are neither capitalists nor laborers and consequently they are caught between the upper and nether millstone. The result is their present flattened-out state."

WHY SHOULD THEY BE PAID MORE?

Another way of putting it is that the white collar man and his sister are *apparently* answering no insistent need. Like the poor, they are always with us. Seemingly, they are easily replaceable. So why should business pay them any more than it has to?

The answer to that lies in the mysterious and immutable law which decrees that service or any other commodity will give back to the buyer a value exactly equal to the sum he expends for it, not a penny more nor a penny less. Business, by shaving the pay of its office force, is losing a certain percentage of the possible productivity of fifteen million people.

That sounds like a prize paragraph from the "Book of Red Propaganda" but the man who made the statement is a large employer of office labor who staffs forty-eight offices in as many cities across the United States. The

weekly sum per individual he pays above the average wage, he declares, enables him to pick the best office workers in the communities in which his offices lie and the high efficiency and the low turnover among his employees more than compensates for the extra money he pays them.

Office employees and their mean or average salaries in New York and vicinity run as follows:

Stenographers, \$25 to \$35; senior accountants, \$40 to \$60; junior accountants, \$25 to \$40; typists, \$22 to \$25; billing-machine, addressing-machine, tabulating-machine, dictating machine and key-punch operators and filing clerks and assistants, \$17, \$18 and \$19; cashiers, \$28 to \$30; order (phone) clerks, \$25; correspondents \$30 to \$35; bookkeepers, \$25 to \$45 and office boys, \$15.

OFFICE WORKERS NEED PROMOTION

"From your office employees," this employer told me, "are recruited your minor, and often, your major executives. Your office worker is an individual, even though there be 5,000 of him and her under one roof. His problem is altogether different from the plant worker's. The plant worker is concerned with present wages and working conditions. He or she is not particularly interested in promotions. The office worker is. He will not stay put and he will leave if he is not being continually adjusted by promotion and more pay."

"For this ambition he has been penalized since the war. Contrasting him with the so-called artisans, bricklayers, carpenters and plumbers, we find him receiving roughly about half as much for a task requiring at least a modicum of original thought. Contrasting him again with unskilled mass labor we discover him receiving about the same amount a week.

"The mean pay for a stenographer in New York ranges from \$25 to \$35 a week, with the large concerns paying the maximum and the one-man office, the minimum.

"In Chicago, it is \$5 less and in

the smaller cities like Harrisburg, \$10 less. Her income, in other words, equals her sister's in the factory or that of the earnest woman with the no-account husband who steps in to do the family washing for from \$4.50 to \$5 a day and has a customer for every day in the week. Since the war, the wage of unskilled and "artisan" labor has increased from 70 to 100 per cent; office labor's has increased from 10 to 15 per cent.

"There is a premium on neatness among office employees for obvious reasons. They work in the show place of business. Consequently, no small percentage of their salaries goes into dress and personal grooming, a detail which little affects their sisters and brothers of the factory, the forge and the out-of-doors. Then there is the rent, the railroad fare and the incidentals.

"In working out the salaries of our employees we pay for experience, ability, character and personality in the order named. We predicate our computation on the fact that their work is indispensable, that it has a value capable of increasing under the right conditions, and the worker himself has the moral right to put some money away each week against sickness, old-age and an occasional luxury. We concede his right to happiness.

"I suppose you think our attitude borders on paternalism. Perhaps it does to a certain extent. Nevertheless, it has resulted in the reduction of our turnover, which I venture to say, is one of the smallest office labor turnovers in the United States. In five years, we have lost just five office managers from our forty-eight offices. All these managers rose from the ranks by promotion. Of the five, we lost one by death, one through a mutual dissatisfaction, and three by better jobs. These latter three were so good we were unable to compete for their services in the open market; but we gave them the opportunity to become that way."

"The attitude of business today," another executive told me, "is

NATION'S BUSINESS

March



• 1927

~ ~ ~ This American Ascendancy by *Glen Buck*

~ Why the State is a Poor Business Man by Senator *William Cabell Bruce* ~

~ ~ The Ghost at The Desk by *Sam A. Lewisohn*

Map of Nation's Business, Page 44



Published at Washington by the Chamber of Commerce of the United States

A QUARTER OF A MILLION CIRCULATION

Virile

"Nation's Business deals with our greatest problems in such a virile, interesting and entertaining way that they digest easily, while their vigor and breeziness are furnishing mental enjoyment and relaxation."

—JAMES P. ORR, President, Potter Shoe Company.

toward cutting the income of high-salaried executives in half, and using the money thus saved to increase the productivity of the office personnel.

"This is a tragedy dating from the war when the demand for men for active military service doubled the value of the executives who remained in civil life. Men whose salary potentially was \$5,000 were raised to as high as \$12,000 and \$15,000.

"Some of these were slashed in the slack times of 1921 and 1924, but the waves of prosperity which succeeded the depressions held the salaries of many of these men to the point to which the man shortage of the war had raised them.

"Now, as business eases down toward normalcy, these salaries are being cut in half. The immediate result is a tremendously abnormal turnover among executives. It is much easier for a man to climb than to descend. Going up, he carries pride of achievement with him as a banner. Coming down he, very humanly, feels the hurt. It is a reflection on his ability. He resents it by quitting his job rather than accept the cut and ends up with the bewildered realization that he will be lucky to get a job even approximating the salary he has just refused. In the last two months I have had twelve executives, with enviable reputations made in their various businesses, come to me offering their services at a salary I could name myself. I had no place for them.

"Against this, there exists the tendency to raise the salaries of office employees, using discretion, of course. Business men are becoming more and more aware of the fact that an efficient secretary, for instance, is literally worth her weight in gold. I have in mind my own secretary who died last year. She rose from the ranks of stenographers to a salary of \$5,000 a year in twelve years. If she had been a man, she would have been advanced to a position that would have paid \$20,000 and possibly gained a membership in the firm. Unfortunately for woman in business, there is a belief that she

is not fitted for a business job, even though she proves day after day that she handles it better than does her brother."

"Business today," my third informant told me, "tends toward retrenchment in the natural belief that it is overpaying its help in all departments but the office." This man is engaged in a field which has no production department save brains, and very little of a sales force. His work takes him all over the country. He spoke, therefore, impersonally, and with a comprehensive knowledge of business conditions.

"General business conditions," he said, "continue remarkably good save that the heavy buying of most merchandise has fallen off to a slight degree. It is this slight falling off which has brought to the attention of executives the cost of producing and marketing their products.

MASS LABOR'S PENALTY

"Most of them know that while they may not be overpaying the personnel of their production departments, they are certainly miles from underpaying it. Where a decreased demand for their products has seemed to call for it, therefore, they have decimated and even cut in half their factory forces. This is the penalty mass labor pays for its lack of individuality and its ability to hold off under the insistent need for labor till it comes into the factory at the highest price.

"The slight tightening of the buying fist of the national husband and housewife has lately caused executives to peer questioningly at their distribution appropriations and their disbursements. Here they come upon a group of facts which often leads them to believe that, while their sales forces are not individually overpaid, they are often over-staffed.

"The immediate result of this discovery is the elimination of the dead-wood among the sales force. In this landslide disappear the lazy and the incompetent salesmen who have hung on because big buying must be met with sheer mass of selling forces. This elimination is



Daily News in SPANISH

THE Los Angeles Times daily translates and prints a summary of the news in correct commercial Spanish. Tens of thousands of school children, college students and people at large regard this column as one of the most valuable of The Times' many exclusive features. They are aware that Los Angeles is the rapidly-growing gateway to Central and South American markets, and that a knowledge of business Spanish opens the door to countless opportunities.

The policy of the Los Angeles Times in producing features to satisfy local tastes and interests gives it individuality among newspapers, and helps to account for its extraordinary appeal to local readers. The fact that these features are coupled with a more vigorous and complete all-around newspaper, and that the whole atmosphere and attitude of The Times is clean and constructive, cause it to be taken, welcomed and insisted upon by the fathers and mothers of the community. The Los Angeles Times has the largest home-delivered circulation of any newspaper in its field; it taps a greater purchasing-power; it leads in volume of (1) national advertising, (2) local display advertising, (3) classified advertising.

Los Angeles Times

Eastern Representative

WILLIAMS, LAWRENCE & CRESMER CO.

360 N. Michigan Blvd.
CHICAGO

285 Madison Ave.
NEW YORK

Mar. 31, 1927



The largest
magazine
for MEN

The Elks
Magazine

850,000 Identified Subscribers

50 East 42nd Street New York City

1, 1927

Mar. 31, 1927

PRINTERS' INK

63



Photo—H. Armstrong Roberts, Phila.



Isaac Goldmann Service— and You

On the subject of responsible printing service may we direct your attention to the fact that our range extends from calling cards by the hundreds to multi-colors catalog by the millions—from the planning and complete execution of a single, simple direct-mail piece to an entire campaign of any magnitude.

At this plant, where printing and direct-mail advertising of every description is produced, there is some phase of service which should appeal particularly to you.

ISAAC GOLDMANN COMPANY

ESTABLISHED 1876

"Printing of Every Description"

80 Lafayette Street

Phone Worth 9430

New York City

followed by a warning to sales executives to spend more time in instructing and accompanying their field men.

"Turning to the office, which, because it has always been under his nose, has been effectively hidden from him, the executive often finds that it is costing him remarkably little for the volume of work turned out. If he is the average business man, he thankfully lets it go at that, figuring that the high turnover among his stenographers, clerks and office boys is more than compensated for by work produced by a low-salaried staff.

"If, however, he has been delving into the sixteen-year-old science of personnel, he perceives that by introducing a system of rewards in the form of bonuses, by proving to his office employees that appreciation of good or extra work takes the substantial form of an increase in salary, and by adding the human touch, he achieves a harmony in his organization which expresses itself in dollars."

This spirit distinguishes the last type of employer in which you would expect to find it, the so-called "soul-less corporation." In response to an article on personnel which appeared recently in *The Saturday Evening Post*, I received letters from all over this country and from Mexico and Canada. They were written by executives and employees. Many of the employees' letters inquired the whereabouts of the personnel department of one of the great concerns specifically mentioned in the article. The writers wanted to work into that organization.

"A sentiment has come to business," a large corporation's vice-president in charge of personnel informed me, "which would make the old type of employer writhe in wrath. Sentiment has a very distinct dollars and cents value, and is not to be confused with sentimentalism which is a disruptive force.

"In hiring our office employees, we impress upon them that there is a premium on experience, gradually descending through ability,

character and personality. We instruct our minor executives to keep themselves always accessible to the people under them in a never-ending search for new ideas on management, time and labor savers. When contention arises in any of our departments we immediately seek its source and remove it, whether it be in the form of an executive, an employee or a group of employees.

"We have a graduated scale of salaries based on the elements I have just mentioned. Every one of our employees knows that we raise salaries as fast as we can, the sole determinant being the individual's worth to our concern. Our employees know that the only thing that keeps them from getting more money is themselves. The world of business knows it too. We have applications for jobs from every section of the country.

"We encourage employees by bonuses and other systems of rewards and we pension them after a certain length of time in our service.

TURNOVER CUT TO 15 PER CENT

"The results are worth it. An office organization of 5,000 men and women turn out a volume of work which could not be attained by three times its number treated in the old manner. Our turnover is down to 15 per cent and has been so for a year or more. Our reputation for paying and treating employees well has percolated throughout the country and brings us the highest type of workers in every branch. We are doing much toward showing the way to the elimination of a great source of dissatisfaction among office employees; the belief that they are underpaid. And we are drawing the highest type of brain worker from the colleges and from other businesses.

"Rating our employees on experience, ability, character and personality I would give them 95 per cent, with the average at 50 per cent."

So, at the moment this is written, we have the production department personnel on the verge of

being overpaid; the distribution department over-staffed and the office coming, slowly and gradually, into its own because of the realization that contentment and harmony have a very distinct trade value.

And strangely enough, the relief of the underpaid office employee is not coming from trades unions or the Red left wing, but from the much-abused capitalist, the employer who is just beginning to catch a glimmer of the fact that better work comes from contented employees, just as does better milk from contented cows.

Charles Francis Made Salvation Army Fund Chairman

Charles Francis, of the Charles Francis Press, has been made chairman of the committee of printing and allied interests for the 1927 drive of the Salvation Army for maintenance funds, to be held at New York in May. An attempt will be made to raise \$500,000 for activities during the coming year.

Herman Halsted, of Paul Block, Inc., will head the committee of advertising and newspaper representatives. Other chairmen will include: H. O. Barnes, *Textile World*, business publications; George H. Doran, George H. Doran Company, book publishers; D. L. Hedges, *Good Housekeeping*, magazine publishers; A. J. Powers, Powers Reproduction Company, photo-engravers; Charles A. Dresser, Cline Electric Manufacturing Company, printing machinery, and Mrs. W. C. Fitch, William C. Fitch Company, linotypers.

M. V. Kelley, Treasurer, Street & Finney

Martin V. Kelley has joined Street & Finney, Inc., New York advertising agency, as treasurer. He was founder and for many years president of the former Martin V. Kelley Company, an advertising agency at Toledo, Ohio. For a time he was head of the former MacManus, Kelley Company. Mr. Kelley had also been with the Mahin Advertising Company. Although recently inactive, he has been associated with the advertising business for twenty-five years.

R. A. Smalley Joins Lyddon & Hanford

Robert A. Smalley has joined the executive staff of the New York office of the Lyddon & Hanford Company, advertising agency, as copy director. For the last three years he has been a member of the copy staff of N. W. Ayer & Son and, previous to that, he was with the Condé Nast Publications, Inc., and the advertising department of the National Cash Register Company.

Don Partridge Starts Own Business

Don Partridge, recently advertising manager and associate editor of *Western Construction News*, San Francisco, has opened an office at that city as a publishers' representative of a number of Eastern business-papers. He had been for six years with the Penton Publishing Company, Cleveland, for the greater part of which he was Pacific Coast representative.

L. L. King to Leave Goodyear

Lucien L. King has resigned as advertising manager of the Goodyear Rubber Company, Akron, Ohio, to engage in the outdoor advertising business. He had been with the Goodyear advertising department for the last sixteen years and was its manager for about fifteen years. His resignation will take effect May 1.

Name Changed to Liquid Veneer Company

To bring about a closer identification of the company with its advertised product, the Buffalo Specialty Company, Buffalo, N. Y., manufacturer of Liquid Veneer furniture polish, etc., has changed its name to the Liquid Veneer Corporation.

Bird House Account for Hurja-Johnson-Huwen

Joseph H. Dodson, Inc., Kankakee, Ill., manufacturer of bird houses, has placed its advertising account with Hurja-Johnson-Huwen, Inc., Chicago advertising agency. General and class magazines will be used.

Joins Allen G. Miller Agency

Gerald Henry has joined the staff of the Allen G. Miller Company, Grand Rapids, Mich., advertising agency. He was formerly engaged in newspaper work at Detroit and Grand Rapids, Mich.

Louisville "Herald-Post" Discontinues Morning Edition

The Herald Post Company, Inc., Louisville, has discontinued publishing a morning edition of the *Herald-Post* which continues as an evening and Sunday newspaper.

Joins Seattle Agency

Victor J. Nichols, formerly in the sporting department of the Spokane, Wash., *Chronicle*, has joined the Carl W. Art Advertising Agency, Inc., Seattle.

Northern Fire Apparatus Company Changes Name

The Northern Fire Apparatus Company, Minneapolis, has changed its name to the Northern Pump Company.

31, 1927

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company.

Coming



- a big event

- in an important industry

Before "hitting" the boardwalk and the million dollar pier at Atlantic City, the men of the electrical industry will have the opportunity of seeing and reading the outstanding number of *Electrical World* to be published this year. This will be the Convention Issue—to be published May 28.

The National Electric Light Association Convention is to be held the week of June 6 and once more there will be exhibits on the pier. The latest information from headquarters is to the effect that there will be more and better exhibits this year.

The Convention Number this year will be more in the nature of a survey of the industry's business. It will contain data and information secured from all parts of the country. It will have in it worth while material for everyone who is interested in the development of the industry.

Because of *Electrical World*'s recognized leadership and standing, this special Statistical Issue is equally awaited by central station executives, electrical manufacturers, their advertising agencies, and the electrical industry at large.

Electrical World's special issues are invariably sold out to the last copy within thirty days of their appearance; this, in spite of the greatly increased print order and the price of \$1.00 per copy.

Because of the value of the data to be presented to the industry this year, we suggest that you make application now for the additional copies of the issue which you will require.

N. B.—No shortage of advertising space if you tell us your requirements before May 20!

A.B.C.

ELECTRICAL WORLD
A McGRAW-HILL PUBLICATION

473 Tenth Ave.

New York, N. Y.

A.B.P.

Electrical World

Leadership

In Editorial Service—IN QUALITY AND QUANTITY OF CIRCULATION—In Advertising Volume.

Death of Fred M. Randall

WHILE dictating a letter in his office, Fred M. Randall, head of the Detroit advertising agency bearing his name, died on



Bachrach

FRED M. RANDALL.

March 19 from an attack of apoplexy. He had been actively engaged in advertising work for about twenty years in the agency field both in Chicago and Detroit.

It was during the early days of the automobile that Mr. Randall got his start in advertising, and during the development period when Ford, Dodge and General Motors were laying the foundations for their present organizations his agency handled a number of important automotive accounts. Mr. Randall's own activities, however, were concerned chiefly with the advertising of The Aladdin Company, builder of Readi-Cut houses, and the World's Star Knitting Company, both of Bay City, Mich. Working with these companies from the start of their advertising he helped build them up to sizable accounts.

On graduating from Cornell in 1900, Mr. Randall became secretary of the Randall Grape Juice Company, of Ripley, N. Y., which his father, a pioneer in grape juice

manufacturing, had founded. Going to Chicago a few years later, he received his initial advertising experience in the classified advertising department of the *Chicago Tribune*, later entering the agency field with Lord & Thomas.

In 1914, he left the Detroit office of Critchfield & Company to organize his own agency which was a charter member of the A. A. of A. A., the A. B. C., and the National Outdoor Advertising Bureau. About seven years ago, a branch office of his company was opened in Chicago. For several years, Mr. Randall had been one of the three advertising agency representatives on the Advertising Commission and as such was one of the most active members of that body. Two years ago he was chairman of the committee in charge of the International Advertising Clubs' Washington Bureau. He was one of the owners of the Michigan State Auto School, at Detroit. In 1925, he was elected one of the trustees of Cornell University.

Death of John H. Schwarting

John Henry Schwarting, for the last fifty-two years a member of the staff of Albert Frank & Company, Inc., New York advertising agency, died at Brooklyn, N. Y., on March 29. He was sixty-six years old. Mr. Schwarting joined the Frank agency in 1874 at the age of thirteen. His work in the financial district of New York brought him in contact with many financial and industrial leaders, including E. H. Harriman, James J. Hill and the elder J. P. Morgan.

John Henry Schwarting, Jr., is vice president of Albert Frank & Company, and another son, William, is also with that agency.

Wichita "Evening Eagle" Starts Publication

The Wichita, Kan., *Eagle*, a morning newspaper, has also started publication of the *Evening Eagle*. The *Eagle* was founded in 1872 by Col. Marsh Murdock, father of Marcellus and Victor Murdock, present publisher and editor, respectively.

Furniture Account to Ross Agency

The W. A. Hathaway Company, New York furniture house, has placed its advertising account with the F. J. Ross Company, Inc., New York advertising agency.



The NEWspapers Pull Record-Breaking Crowds **IN DENVER**

After more than 4,000 women, braving a snow storm, had filled the City Auditorium, thousands of others were turned away from Mrs. Chitwood's Cooking School as a result of the pulling power of The NEWspapers of Denver.

Beginning next week THE NEWS will conduct a permanent Free Cooking School under the personal supervision of Mrs. Helen Harrington Downing, former director of home economics for Armour & Company and Calumet Baking Powder Company.

FOR SURE RESULTS—SPECIFY THE NEWS

THE ROCKY MOUNTAIN DENVER EVENING NEWS SCRIPPS-HOWARD NEWSPAPERS

NATIONAL REPRESENTATIVES—ALLIED NEWSPAPERS, INC.

San Francisco	250 Park Ave., New York City	Los Angeles
Detroit	410 N. Michigan Blvd., Chicago, Ill.	Seattle

W. C. BUSSING, Advertising Manager
MCHENRY TICHENOR, National Advertising Manager

Mrs. M. M. Gordon, successful manufacturer of the famous PRINCESS PAT toilet requisites.

—From a recent photograph.



Sales at LESS Cost than from any other magazine in the United States

Says MRS. M. M. GORDON

Being an excerpt from her address on successful advertising recently delivered at Northwestern University.

"NOW, about a few magazines which have a generous newsstand circulation. I believe in giving credit where credit is due, so I shall have no hesitancy in naming the publication which is the outstanding magazine of this field. It is TRUE STORY.

"Magazines which have largely subscription circulation go practically to the same readers month after month. On the contrary, newsstand circulation is constantly changing. Its virility, according to

our records, is very much higher than subscription circulation.

"Incidentally I am sure you will be interested to know that of all the magazines published in the United States, TRUE STORY, according to our records, will produce coupon response, or mail sales, at less cost than any other.

"It is an extraordinarily good medium for cosmetic copy and so far as my information goes, for almost everything else appealing to the average woman.

"This fact again brings up the value of basing advertising upon keyed copy. I mean, for instance, that four or five years ago some advertisers did not use TRUE STORY magazine because they did

Mar. 31, 1927

PRINTERS' INK

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not feel that the circulation went to readers of purchasing power, or perhaps they did not like the editorial policy of this magazine. PRINCESS PAT, I think, was the pioneer cosmetic account to go into TRUE STORY with large space and we did so, of course, upon our usual basis of keying copy. The results were so strikingly good that we repeated, and have been in TRUE STORY consistently ever since.

"According to our analysis, the best field for cosmetics is among the younger women, the admitted reader audience of TRUE STORY. And if anyone looks over the magazine field there is ample confirmation that our premise is correct, that the younger and more vital element is the world's great market. One magazine after another is altering its policy and departing from its throne of dignity in favor of the dash of spice and life."

Advertisers in every field are beginning to recognize TRUE STORY as one of the most important

merchandising media in the country today.

Princess Pat	Fleischmann's
Toilet Requisites	Yeast
Goodrich Zippers	Vaseline
Listerine	Remington
Lux Flakes	Typewriters
Post's Bran	Corona
	Typewriters

These indicate the variety of advertisers who are placing full schedules in TRUE STORY.

Here is 92 per cent *newsstand circulation*—all urban circulation *right at the point of sale for every product advertised in its pages*. Here is the largest newsstand circulation ever achieved by any magazine in the history of publishing.

Because TRUE STORY *duplicates the circulation of NO OTHER big national magazine*, its two million buyers are a vast NEW market to be added to your books. A market containing more families than live in 14 states! A market that within itself has built national enterprises nearly over night!

Write on your business letter-head for the current issue of this important marketing factor, TRUE STORY. Address 1924 Broadway, New York City.



View of the McKinlock Memorial Campus of Northwestern University in downtown Chicago.
—Photo Underwood

True Story

the NEW market

More people pay more money for True Story on the news-stands than for any other magazine in the world.





If the purchase of your product, be it factory building, machinery or office equipment, entails a substantial addition to the buyer's capital account, advertising it is a specialized and exacting task.

The number and mental make-up of the executives and departmental heads who must be sold on each installation are vital factors which bear as directly upon the advertising policy and procedure as do the technical merits of your product itself.

In such cases, direct advertising affords you a flexible medium for supplying each party to the final decision with that specific information—technical, financial or economic—which is calculated to answer his questions and win his approval.

To a discussion of this problem, we will bring, at your request, a breadth of experience and a specialized knowledge.



EVANS-WINTER-HEBB Inc. Detroit

816 Hancock Avenue West

The business of the Evans-Winter-Hebb organization is the execution of direct advertising as a definite medium, for the preparation and production of which it has within itself both capable personnel and complete facilities: Marketing Analysis • Plan • Copy • Art • Engraving • Letterpress and Offset Printing • Binding • Mailing

Do Railroads Deliver What Their Advertising Promises?

Or Is Lack of Co-ordination between the Advertising and Operating Departments Leading to Unjustified Copy Claims?

By Raymond Hawley

Vice-President, The Metropolitan Body Co.

SO the railroads are advertising and they're using "selling copy."* If the extensive use of large space is advertising, yes. If ostentatious statements and lack of stressing their real revenue producing divisions constitute "selling copy," yes again. Seemingly, it's called selling copy because about nine out of forty-eight railroads increased their passenger "revenue." Passenger "profits" are not mentioned and many prominent Western roads, large users of space for some years, don't show among the few that have reported increases.

The truth of the matter is that much railroad advertising misses the desired objective because it is not more intelligently conceived and directed. Club cars and observation cars, extra fares and baths and what-nots long ceased to be a novelty to anybody but, apparently, the railroads themselves. As a matter of fact, a tastefully cooked meal, courteously served still is a novelty.

The railroad advertising departments still regard the "Service they offer" as being synonymous with the "Service they render." I have ridden on the crack train of a prominent Eastern road, with the experience of having the dinner most discourteously served, despite the fact that "to avoid the rush" I came early. Yet, the advertisement told me the train was manned by a picked personnel and unseen hands for hundreds of miles ahead cleared the way; that apparently was the trouble—"unseen hands."

I recently came in on another prominent road on one of the

sections of an extra-fare train which carried four dead-head diners in the morning, and not one of them open for cash customers. When you control the routing of hundreds of cars of freight per year, such occurrences don't add to good-will.

The chap who rides frequently determines his passenger and freight expenditures by the "Service they render"; not the "Service they offer." When a prominent railroad advertises "95 per cent Arrival on Time for Over Five Years," that's the "Service they render." When they back it up by a friendly welcome in the diner, a tastefully cooked club lunch or dinner and courteous service all the way through, then that road is going somewhere, whether its passenger "selling copy" features baths or ball scores or not.

FREIGHT NEEDS ADVERTISING

Look at the freight angle a moment. That's where the major portion, if not all, of the railroad profit lies. I have yet to see any direct advertising of the freight end other than that one railroad was naming its freight trains. When I saw its Greyhound crawling like a tortoise I agreed with Shakespeare.

The freight running time to all major cities on all major roads is practically the same, except, of course, where one road may have exclusive service to certain points. Here's where the "Service they render" counts. They can tell you about their equipment, the fact that you get a thirty-six-foot car when you want it and not a forty-foot doubleside doors or single, etc. Then with regard to tracing and keeping shippers advised as cars pass certain points incoming and outgoing, when they arrive,

*Mr. Hawley refers to the article by J. G. Condon in the March 17 issue of PRINTERS' INK, entitled: "Now the Railroads Are Using Real Selling Copy."

etc. Some roads do it better than others, but they don't tell it intelligently.

In addition to publication advertising, direct mail should be of invaluable help to the railroads for gaining and retaining freight business. This is one of the very few businesses where it is possible to get a 100 per cent correct list and also list the bulk of the prospects. The name, and the address too, are right on the signed bill of lading, which gives the entire routing of the shipment, whereby even railroads which do not come directly in contact with the original shipper or consignee can still secure the name.

One thing the shipper frequently needs is something between freight and express running time. On the passenger end you have locals, expresses and extra-fare trains. Some day, some railroads will work out extra-fare freight trains to certain through and interline points bridging the gap between freight and express.

The railroads are represented by capable freight representatives, who, in turn, do not seem to be directed by a sales manager who can intelligently train them in the field of selling and service the railroad renders.

The solicitors, most of them, are trained to talk CL basis only, yet for every carload there are many, many LCL shipments. I have only had two railroad freight solicitors voluntarily mention their LCL facilities and service. Likewise, the same company which ships LCL is also continuously shipping CL, and many LCL shippers ultimately become CL shippers, just as many little acorns ultimately grow up to be big oaks.

One railroad freight solicitor called on me the other day, for the very first time, and said: "I see you shipped a car over our line the other day; will you have any more?" Yet our address has been the same for eighteen years, with many plant extensions and shipping hundreds of carloads yearly.

It's true the railroads haven't scratched the surface yet. Much of their passenger advertising is

too arrogant and doesn't tell the untrained traveler what he or she wants to know. Yet these are the travelers the major portion of the advertising will attract. The seasoned traveler knows from experience in how many instances the "Service they render" falls far short of the "Service they offer."

The blatant advertising of ethereally decorated cars is rather awesome to a lot of people who stay off those trains because of an inferiority complex and seek the homely, good old-fashioned road which stresses the bread and butter and apple pie presentation.

I will admit railroad advertising is new and in many ways unsound, and it will improve. Until, however, the sales and advertising departments of the railroads control that portion of the operating department which comes in contact with the public, the advertising will never have much chance to show what it is capable of doing. Under which departments on the prominent roads do the ticket sellers and the information bureaus come? With whom does the majority of the traveling public come in contact? It's the chap back of the grating who makes or mars the railroad in many instances. But if you tell a representative how discourteously his main ticket office handles your Pullman reservation he may tell you the railroad doesn't control the Pullman office. It's the old endless circle of passing the buck.

Let the railroads talk with, and study, their customers—then their advertising and the "Service they render" will quickly attain a higher and more human plane.

W. W. Shaw with Britton Gardner Printing Company

William W. Shaw, manager of the direct-mail department of the Doyle & Walts Printing Company, Cleveland, has joined the sales department of the Britton Gardner Printing Company, also of Cleveland.

Buffalo, N. Y., Has New Daily

The *Press*, a daily tabloid newspaper, began publication at Buffalo, N. Y., on March 28. It is being published by the Buffalo Tabloid Corporation.

Will there Ever be *too much* advertising?

OCASSIONALLY a discussion is started or an article written around the assumption that there will soon be too much advertising in the publications.

The point is not raised by the public. It is raised by the business men who might more wisely inquire into the *demand* for advertising — the people's need of printed infor-

mation concerning the things they want to buy and use.

Set out to spend more than a few pennies in the purchase of nearly any commodity and you will find yourself wishing you knew more about it.

Take the subject of furniture, for instance. Your neighbor can quickly explain why he chose his radio; but can he tell you the name of the

firm that made his furniture, or how furniture is made; or what makes a good piece of furniture?

Or building. Every day some hopeful home-builder comes a cropper through attempting to build minus the services of an architect. Why does he run this risk? Mainly because the public has no clear conception of what an architect does to earn his fee.

Or planting. Our government offers without charge a vast amount of printed information on this subject; so does the British Government. London advertises the fact. Washington does not. Is there any wonder that our average suburbanite can't

tell you the name of the Bureau at Washington that supplies information on insects and tree pests?

Or textiles. How many men know the difference between cheviot, serge, unfinished worsted? Which wears longest? Why?

And still men stop to ask whether or not there is too much printed information placed before the people to tell them how to spend their money intelligently!

Next time somebody asks if we are approaching the saturation point in advertising, ask him when he thinks we will have reached the saturation point in science, in education, or in human progress!

GEORGE BATTEN COMPANY, INC.

Advertising



General Motors' Plan of Employee Stock Ownership

Everyone, from the Chief Executives to the Humblest Worker, May Participate in the Benefits of This System

By Alfred P. Sloan, Jr.

President, General Motors Corporation

THE owners of General Motors are the 50,000 stockholders who have made possible General Motors by the investment of their capital in the business. But there are two other groups—labor and management—the employees who are investing their life work in the service of the institution. We are too apt to think of big business as a piece of automatic machinery—soulless. In my opinion the converse is true. Big business must be human if it is going to succeed, because what makes the wheels go round will always be human beings.

The executive management of General Motors is just as deeply concerned over the prosperity and happiness of its employees, the success of its dealer organization, the service that General Motors is rendering the public as with the financial success of the corporation. This must be so because one cannot exist without all the others. The purpose of this particular message is to describe a number of things which are being done for the members of the General Motors family, some of which things are unique in industrial history. The fundamental principle or idea in all these things has been that each and every individual contributing to the general welfare of the family should, so far as possible, share in the results of his own endeavors.

There was established in 1919, the Savings and Investment Plan. Since that time there has been opened a new class at the beginning of each year. Now into each such class any employee, after having been in the service of the corporation for three months, may

place 20 per cent of his wages, not to exceed \$300. For each dollar thus paid into the Savings Fund, the corporation pays 50 cents into the Investment Fund for the account of such employee. Money paid in by the corporation is invested in common stock of General Motors Corporation for the account of the employee. Interest is credited the employee on the amount he puts into the Savings Fund, at the rate of 6 per cent, compounded semi-annually. As a new class is started at the beginning of each year, it is possible for each employee to have 20 per cent of his annual wage, up to \$300, invested in each of six consecutive Savings Classes, or a total original investment of \$1,800.

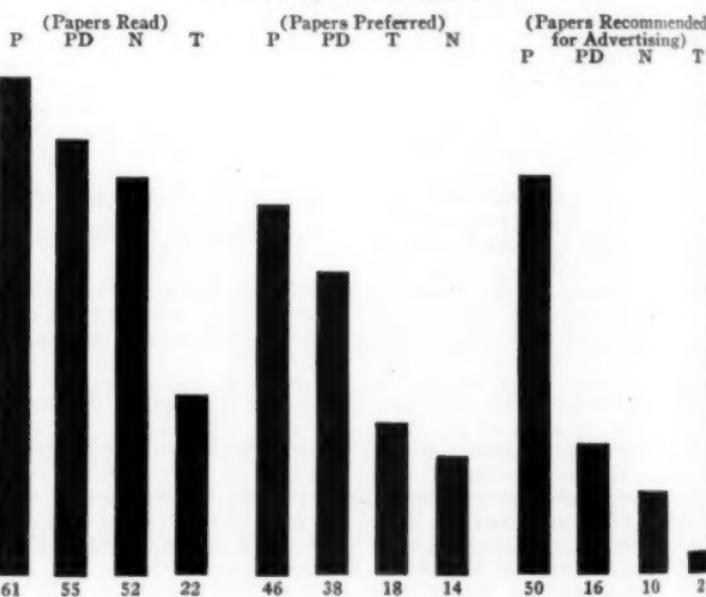
FUNDS MAY BE WITHDRAWN AT ANYTIME

Means are provided whereby the employee may withdraw his funds, with accrued interest, at any time he wishes. In the event of his leaving the corporation, he must withdraw his funds. In the case of such withdrawals he forfeits none of his original investment or the interest thereon, but a certain part from the Investment Fund, all of which, as above stated, has been paid in by General Motors Corporation.

The three classes of 1919, 1920 and 1921 have now matured and many employees actually paid into each of these three classes the maximum amount of \$300, or a total of \$900. Such employees as of January 1, 1927, had, as a result of this original investment of \$900 an accumulation of cash and securities having a total market value in excess of \$10,000. What the future will bring forth cannot be determined, but it is safe to assume that any General Motors

"Go to the STUDEBAKER DID!"

MEN AND WOMEN
Daily Papers—84 Opinions



The Cleveland

Detroit
San Francisco

L A R G E S T

NATIONAL REPRESENTATIVE
250 Park Avenue, New York City

D A I L Y C

*Press Circulation Is Wanted.
No Circulation Schemes
Ever Employed.*

People!"

mended
ing) T
ESOLVED to learn from its own patrons how Cleveland newspapers rated today, the advertising department of the Studebaker Corporation of America working with the manager of the Cleveland branch asked the 84 most recent purchasers of Studebaker cars these questions: 1. Which Cleveland newspaper do you read? 2. If you read more than one, which do you prefer? 3. Which would you recommend as an advertising medium? From this survey it was

found that The PRESS stands first in number of readers, first in reader-preference, and is recommended as an advertising medium by nearly twice as many men and women as recommend the other three newspapers combined.

A sixteen-page booklet just off the press pictures graphically and in detail the complete results of this survey. A copy is yours, free. Write to the National Advertising Department of The Press for "Go to the People."



*First in
Cleveland*

SCRIPPS-HOWARD
Seattle
Los Angeles
IN OHIO

anPress

IED NEWSPAPERS, INC.
SENTA
Michigan Blvd., Chicago
New York CULATION

THE ERICKSON COMPANY

Advertising

381 FOURTH AVENUE, NEW YORK

*If you want to know about our work,
watch the advertising of the following:*

BON AMI
CONGOLEUM RUGS
VALSPAR VARNISH
GRINNELL SPRINKLERS
McCUTCHEON LINENS
PETER SCHUYLER CIGARS
ANSCO CAMERAS AND FILM
COLUMBIA WINDOW SHADES
ARCADIAN SULPHATE OF AMMONIA
TARVIA
DUZ
WOODTONE
HAVOLINE OIL
WALLACE SILVER
THE DICTAPHONE
BARRETT ROOFINGS
NAIRN INLAID LINOLEUM
COOPER HEWITT WORK-LIGHT
McKESSON & ROBBINS PHARMACEUTICALS
NEWSPAPER INSTITUTE OF AMERICA
PLYMOUTH BINDER TWINE
SEMET-SOLVAY COKE
TAVANNES WATCHES
INDIAN GASOLINE
BONDED FLOORS
NEW-SKIN

What we've done for others we can do for you.

Member of the American Association of Advertising Agencies

Member of the Audit Bureau of Circulations

Member of the National Outdoor Advertising Bureau

employee willing to save \$300 per year should find himself in an independent position, well able to take care of himself and family, in his latter years. In other words, he has become a capitalist and a better citizen thereby. He is also a better employee.

How much better is such a plan, which makes the individual independent in latter years, than a pension plan which makes the employee dependent.

The Savings and Investment Plan permits an employee to have his payments in the Savings Fund applied on the purchase of a home and at the same time receive the full benefits from the Investment Fund at maturity. Several thousand employees are today home owners because of this provision in the Savings and Investment Plan and other Housing Plans of the corporation. It needs no argument to convince anyone that home owning employees are better citizens of the communities where they reside. They are happier and better employees and citizens and to the degree that this can be accomplished there results a more efficient and therefore more prosperous institution as well as a better community.

Recognizing that a vast number of our employees encounter difficulties in making safe investments, General Motors offers annually an opportunity for investing in 7 per cent preferred stock of the corporation.

Any employee who wishes to invest, may buy 7 per cent preferred stock of General Motors in amounts from one share to ten shares in any one year at a price fixed each year. The cash proceeds from the Savings and Investment Classes, as they mature, may be applied to the payment for this particular stock, or payment may be made out of salary or wages in eleven monthly installments. To make the plan more attractive, there is paid each year for five years, an extra payment of \$2 a share in addition to the regular \$7 a share dividend, provided the employee remains with the corporation.

To encourage employees to protect their dependents, there has been purchased a Group Life Insurance Policy under which those who have been with General Motors, its subsidiary and affiliated companies, for three months or more are insured, without medical examination, each for \$1,000. The insurance is payable at death to a designated beneficiary, or in the event of permanent disability before the age of 60, to the employee in twenty equal monthly instalments. The plan is co-operative, the employees and General Motors sharing the costs. At the end of 1926 approximately 96 per cent of the employees eligible for this protection were covered.

BONUS PLAN ADOPTED

Our senior executives of the future should be developed from our junior executives, heads of departments and other employees occupying important positions. It is equally important that they should share, in a partnership way, the results of their own efforts. Therefore, there was adopted in 1918 a Bonus Plan which provides for annual awards of stock of General Motors as a recognition of conspicuous and meritorious service.

Each year there is credited to a bonus fund, a percentage of the corporation's net earnings after deducting 7 per cent on the capital invested in the business. Prior to 1923 the sum so credited to the bonus fund was 10 per cent of the excess net earnings of the corporation. Since 1923, at which time the Managers Securities Company plan, hereinafter described, was put into effect, the sum employed for the purpose has been at the rate of 5 per cent. The fund is invested in General Motors common stock. At the end of each year it is allotted to the various General Motors operations on the basis of the extent to which each has contributed to the prosperity of the corporation as a whole and in turn to those members of the General Motors family who belong to each operation to the degree to which they have in-

dividually contributed to its particular success. The stock so awarded is delivered, one-fourth at the time of the award and the balance in three equal annual instalments.

In this manner, predicated upon the contribution of each individual to the result of the particular enterprise with which he is connected and predicated upon the success of the whole, he has become a partner and profits through the earnings as well as through the good-will as reflected by the increased value of the corporation's common stock.

There is still another group within the General Motors family not provided for by any of the plans outlined. This group constitutes the senior executives of the corporation, including all its divisions and subsidiary companies. It is only fair to recognize that irrespective of the important contribution to the institution's success made by each and every worker, a tremendous responsibility rests on the major executives who must take the responsibility of formulating policies and directing the corporation's affairs. Primarily the whole success of the corporation depends on this being properly done.

MANY SHOULDER RESPONSIBILITY

On account of the broad scope and tremendous magnitude of the activities of General Motors it must be recognized that great responsibility and authority must be centered in the various executives. Men must be available who have the initiative, experience and ability. It is believed that the best result will be obtained and the stockholders' interests most effectively conserved if these men have a definite financial interest in the success of the institution as a whole. The equivalent of the rewards of private enterprise must be made available. It is for these men that the Managers Securities Plan was devised.

Those members of the General Motors family who were eligible had the privilege of purchasing stock in a corporation formed for the purpose, Managers Securities

Company, and in amounts varying with their individual responsibilities in General Motors.

Managers Securities Company was formed in 1923 and purchased in that year a large interest in General Motors common stock at the then current market price. Payment therefore was made partly in cash and partly in preferred stock of the Managers Securities Company. The members of the Managers Securities Company made a personal investment of \$5,000,000 in cash. General Motors Corporation made a contract with Managers Securities Company which provided that for a period of eight years, from 1923 to 1930, both inclusive, the Managers Securities Company would receive 5 per cent of the net earnings of General Motors Corporation after allowing 7 per cent on the capital employed by General Motors in its business.

Managers Securities Company, therefore, has a partnership interest in General Motors earnings after the stockholders are taken care of to the extent already specified and, in addition to this, has a partnership interest as a stockholder, profiting by the dividends received on the common stock in the treasury of Managers Securities Company and likewise profiting by any increment in value of such stock.

It will be readily seen, from this brief description, that the members of the Managers Securities Company—those who must formulate our big broad policies and direct their execution—are directly tied up with the success or failure of General Motors—the institution in which they form such an important part and in addition to this they have at stake a personal investment of a very substantial amount.

In the development of Managers Securities Company, both the executives of General Motors as well as General Motors stockholders, were fortunate in being able to obtain the large block of common stock necessary for the success of the plan, from the du Pont Company.

This was only possible because



RADIO [This *retailer, a *Furniture Record* subscriber, sold \$180,000.00 worth of radios during the past year.]

*F*URNITURE RECORD is published by an organization old in experience, but young in ideas. Since June, 1900, we have been fighting for all that is good in the trade and against all that is bad. If you are 27 years old in business you will know this is so. ¶ That is why today more well-rated dealers pay for and read *Furniture Record* than they do any other journal in the field. ¶ We have detailed facts to substantiate this statement if you wish them.

FURNITURE RECORD

*Name on
request.

A Magazine of Better Merchandising
for Home Furnishing Merchants

GRAND RAPIDS, MICH.

For More Than 26 Years The National Magazine of the Furniture Trade

A.B.C.

A.B.P.



in the development of its own business, the du Pont Company had recognized and profited by the principle herein outlined and was glad to avail itself of an opportunity of contributing to the plan, recognizing that any loss in profits that might accrue through appreciation in value of the stock it sold would be made up many times over through appreciation in the value of the very large investment it retained. Its judgment has been fully vindicated by subsequent events.

While General Motors was very fortunate in a combination of circumstances which made possible the very attractive plan embodied in Manager Securities Company, the principle involved, in my opinion, may be made available in any institution which is faced with the problem of making its executives stockholders and therefore partners in the enterprise.

The Managers Securities Plan has been so successful that it behooves General Motors to develop a similar plan to interest its future senior executives, for it must be recognized that through evolution those now carrying the great responsibility must necessarily pass out and their places be taken by others.

Socony Burner Account to Patterson-Andress

The Socony Burner Corporation, New York, has placed its advertising account with The Patterson-Andress Company, Inc., advertising agency, also of New York. The Socony company, which is a subsidiary of the Standard Oil Company of New York, manufactures Socony Arrow Oil Burners.

Newspapers are being used for this account.

Appoints Edwards, Ewing & Jones

The Bertha Consumers Company, Pittsburgh, bituminous coal operator, has appointed Edwards, Ewing & Jones, Inc., advertising agency, New York and Philadelphia, to direct its advertising account.

The Miller Rubber Company, Akron, Ohio, tires and rubber goods, reports an operating profit of \$2,184,068 for the year 1926, before charges of \$1,158,613, leaving \$1,025,454 as a net profit.

A. W. Sullivan, Vice-President, Tide Water Oil Sales

Arthur W. Sullivan has been elected vice-president of the Tide Water Oil Sales Corporation, New York, Veedol and Tydol. He had been general manager, and before that, manager of the sales development and advertising department of the Tide Water Oil Company.

For seven years Mr. Sullivan had been vice-president of the Joseph Richards Company, Inc., New York advertising agency, previous to joining the Tide Water organization early in 1926.

Mellon Institute to Direct Cooking Utensil Research

Dr. Erich W. Schwartz has been appointed to the senior incumbency of the multiple industrial fellowship on cooking utensils recently established by the Mellon Institute of Industrial Research, University of Pittsburgh. This fellowship has been established to undertake a study on the effects of corrosion of metallic cooking utensils on foods.

Furniture Campaign on Pacific Coast

Buffelen, Hubert & Loonan, Tacoma, Wash., furniture manufacturers, have started an advertising campaign to extend their market along the Pacific Coast. Newspapers, business papers and direct-mail are being used. The Daken Advertising Agency, Seattle, is directing this campaign.

F. A. Hartwell Joins Olmstead, Perrin and Leffingwell

Frank A. Hartwell, formerly sales and advertising manager of the F. H. Bennett Biscuit Company, New York, has joined the staff of Olmstead, Perrin & Leffingwell, Inc., advertising agency, also of New York.

Long-Bell Lumber Reports Net Profits

The Long-Bell Lumber Corporation, Kansas City, Mo., and subsidiaries, report a net profit of \$2,718,036 after charges and taxes for the year 1926, against a net profit of \$4,812,179 in 1925.

Paint Account for Oliver M. Byerly

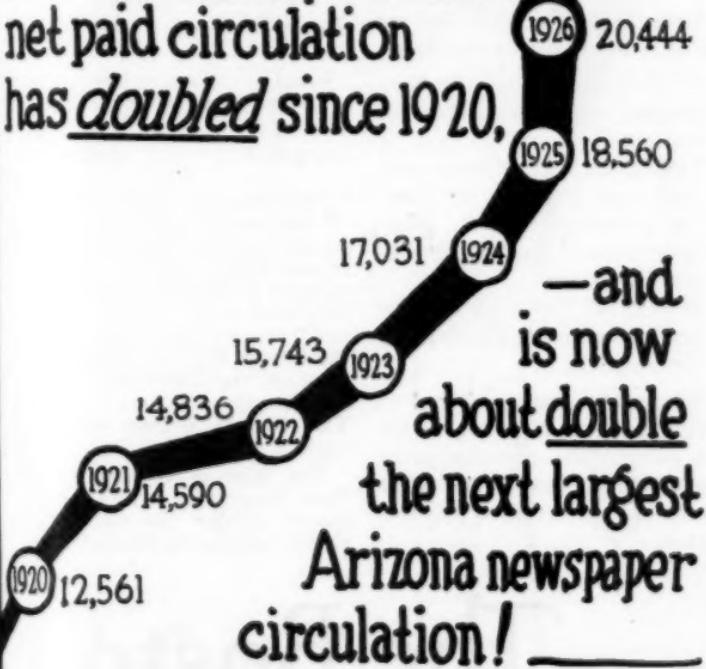
The Para Paint & Varnish Company, Cleveland, has started an advertising campaign in farm papers to sell paint by mail and through agents. This account has been placed with Oliver M. Byerly, Cleveland advertising agency.

Jacques D'Armand, formerly manager of the Santa Barbara, Calif., *Press*, is now business manager of the Ventura County *Star*, in which he has acquired a stock interest.

now

SUNDAY
25,000
DAILY
23,000

The Arizona Republican's
net paid circulation
has doubled since 1920,



[Circulation figures are for the first quarter of each of the years shown.]

THE ARIZONA REPUBLICAN - PHOENIX, ARIZONA -

These Six *buy one-half of New*



ABARE handful of counties in Eastern Massachusetts bought as many automobiles last year as all the rest of New England combined! (exclusive of Connecticut which falls within the New York sales zone).

A startling statement—but see how it is borne out by the facts:

65% of new car sales in New England were made in Massachusetts.

73% of this Massachusetts volume came from the six Eastern counties—Suffolk, Middlesex, Essex, Norfolk, Bristol and Plymouth.

48% of all cars sold in New England were bought by these six counties.

A tremendous concentration of buying power! Now let us see how automobile manufacturers approached it last year—what papers they selected to sell this market.

The Globe leads all other papers in:

Automotive display advertising
The Globe..... 1,123,820 lines
2nd paper..... 1,021,714 "

Automotive classified advertising

The Globe..... 1,200,685 lines
2nd paper..... 635,415 "

Total automotive advertising lineage gained over 1925

The Globe..... 496,342 lines
2nd paper..... 200,000 "

THE Sunday *Globe* (most automobile advertisers use Sunday papers) has the largest circulation of any Boston Sunday newspaper in these 6 Massachusetts counties—270,552 copies. Of the 156 cities and towns in these 6 counties where the Boston Sunday papers list circulation, the *Globe* leads over all other papers in 98, or 62.8 per cent. The *Globe's* nearest competitor leads in only 31.

The facts prove that to cover New England's principal automobile market the manufacturer rightly selects the *Globe* first.

The Boston *The Globe*

Audited Net Paid Circulation for Year ending

Counties England's Automobiles



*How the Globe covers New England's
richest automobile market*

County	Families	Sunday Globe Circulation
Suffolk	185,671	101,301
Middlesex	172,967	87,903
Essex	107,145	28,992
Norfolk	48,684	30,340
Bristol	79,778	10,229
Plymouth	34,881	11,787



We shall be glad to send you the 1927 edition of our booklet on "Selling Passenger Automobiles in New England." Please write on your business letterhead.

Globe sells Boston

March 31, 1926—Daily 278,988 . . Sunday 325,324

The Second \$100,000 Day *In Birmingham*

Last year the Pizitz Department Store attempted a one-day, store-wide sale, setting its goal at \$100,000. Although this high mark was accomplished by a narrow margin, the sale was a success. Many merchants in other Southern cities, however, branded it as a merchandising freak—a record that would not bear repeating.

On Sunday, March 13th, The News carried a ten-page section (20 pages in Tabloid) in an attempt to duplicate the Pizitz' now famous \$100,000 Day. On Monday the Pizitz store was crowded to capacity from seven-thirty in the morning throughout the day, with heavy buying until nine that night when the doors were closed. The total receipts from this one-day sale were \$128,000—28% over the goal.



In the Birmingham trading territory, where this very remarkable merchandising triumph was made possible, your sales problems may be accomplished with comparable success through consistent advertising in The News. With its *Net Paid* circulation of more than 100,000 Sunday and 82,000 Daily, you are assured complete coverage at one cost—the lowest cost per unit of results.

The Birmingham News

THE SOUTH'S GREATEST NEWSPAPER

NATIONAL REPRESENTATIVES

KELLY-SMITH CO.

New York

Chicago

Boston

Philadelphia

J. C. HARRIS, JR., Atlanta

Will the Doctors Advertise?

Their Conservative Attitude Less Pronounced as "Truth in Advertising" Move Prevails

"GEORGIAN-AMERICAN"

ATLANTA, GA.

Editor of PRINTERS' INK:

I shall appreciate it very much if you will send me any material you may have on the subject of medical men and medical institutions advertising in newspapers.

The medical association of this city is inclined to disagree with any such practice, and I shall be glad to have any information you may have.

"GEORGIAN-AMERICAN,"

F. A. WILSON-LAWRENSEN,
Publisher.

THE question brought up here by the Atlanta publisher is one that we have discussed several times with officials of the American Medical Association and also with individual physicians and surgeons of high repute. These conversations confirm us in the belief that the so-called ethical physician's conservative attitude toward advertising comes not so much from the thought that he is above it or that it is not a useful force in creating business. His policy is rather caused by, among other effects, early abuses in advertising—and, to an extent, by present-day abuses.

It will be well remembered that back in the stone age of advertising, a considerable part of the advertising agent's activities centered around the production and insertion of copy designed to sell patent medicines and various nostrums. This is not so many years ago and advertising has gone far since then. Advertisers, agents and publishers have united in a common effort to make the selling presentation strictly honest and high-class. Their success is now accepted pretty much as a matter of course, but when conditions of today are compared with those of yesterday, what they have accomplished is amazing.

Nevertheless there still are flagrant abuses in the advertising of nostrums and quackery. The Federal Pure Food and Drugs Act is an effective check against the use of dangerous ingredients in the concoction and production of proprietary and allied preparations.

The same law prevents misstatements on containers. But, in States where the PRINTERS' INK statute is not operative, there is little or no restriction as to what may be said in publication advertising. A very considerable part of the advertising done in this field is entirely reputable and honest. But there is enough of the other kind to throw something of a shadow over manufacturers of whose integrity there is not the slightest question. And this same reflex action is what has caused the physician to keep away from advertising as if it were an unclean thing that would contaminate him.

He is jealous of his professional standing, as he has a right to be, and he fears that if he resorts to advertising in an effort to get business, the public will associate him with the quack and the maker of questionable cure-alls.

The physician, taking him on an average, is looked upon as rather an impractical idealist, strong on the professional instinct even to the point of pedantry and deficient in business sense. This is wrong. The medical profession, the same as every other profession and line of business, has its full proportion of "weak sisters." But, in the new school at least, the physician stands very nearly at the head of the list in the way of ability, general education and technical training. It has got to be these days that a man can hardly expect even to get started as a doctor under thirty years of age. Many of the leading medical schools require a university or college degree as a condition of admission. Then follows four, or even six years of study. On top of this, the young doctor usually devotes one or two years to actual experience as a hospital interne. Then he can start out on his own with the approval of the State.

The net result of it all is he usually is a pretty fair business man as well as one skilled in the art of diagnosing and curing hu-

man ills. His bills are sent out on time and he insists on prompt payment just as much as does the grocer, the department store owner or the organization that has financed deferred payments on the automobile. The city hospital is a model of business efficiency.

The physician and surgeon wants and needs business. If he didn't get it, he would have to go to work at something else. He is in business, not primarily from the standpoint of doing good to suffering humanity, but because that sort of thing is attractive to him and he sees in it the means of making an honest living. If, therefore, he could sell himself on the idea that advertising would bring him in more business without detriment to his professional standing, he quickly would employ it. He is not against advertising as such. He is afraid of it because of its association with quacks and other undesirable elements. This is not the fault of advertising, of course. And the physician admits as much. But he is timid as he contemplates the classifications in which people might put him if he should attempt to use the printed word to bring in more business.

As for the present, publishers and advertising men generally are not interested in having the individual physician advertise himself. What is wanted, however, is the good-will of the medical profession, and a fair consideration of the economic value of advertising as a business force. Slurring comments upon advertising and advertised goods in general hurt when they come from physicians of prominence.

Because a few doctors are guilty of unethical practices, we do not condemn the whole medical profession. Similarly, doctors ought not to condemn advertising as a whole because a few advertisers are guilty of exaggeration. It might not be such a bad idea to raise a fund to advertise advertising in the professional journals, the papers that are read by doctors, lawyers, dentists, architects, educators, bankers, etc.

The professional man, by reason of his intimate contact with

his patients or clients can do much to undermine public confidence in the printed word. Most of the professions have dark pages in their own ancient history. They would have a more sympathetic and tolerant attitude if they understood that advertising is going through a similar evolution.

Advertising is the voice of industry. You cannot condemn or slur advertising without condemning business itself. We do not want the doctor's dollars but we do want his unprejudiced consideration of the great part that advertising is playing in making the U. S. A. the most prosperous commercial nation on earth. In those countries where there is the least advertising will be found the most poverty and backwardness in all the arts as well as industry.—[Ed. PRINTERS' INK.]

Southern Pacific Appoints D. E. Caesar

David E. Caesar, for fourteen years with the Charles F. W. Nichols Company, Chicago advertising agency, and more recently with the Chicago office of the H. E. Lesan Advertising Agency and Ruthrauff & Ryan, Inc., has been appointed Western advertising manager of the Southern Pacific Lines. He will have headquarters at Chicago.

Joseph & Feiss Company Advances O. J. Vogl

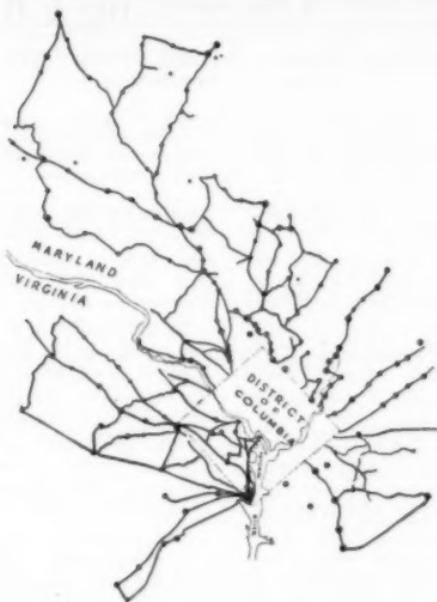
Oscar J. Vogl, for the last two years merchandising manager of The Joseph & Feiss Company, Cleveland, Clothcraft tailored clothes, has been made sales manager. He was formerly a member of the executive staff and sales promotion manager of the Kaufman & Bass Company, Pittsburgh department store.

Stevens & Wallis Agency to Direct Western Campaign

The Griffin Electro-Matic Stoker Company, Salt Lake City, Utah, is planning an advertising campaign in eleven Western States. Newspapers, direct mail and radio will be used. Stevens and Wallis, Inc., Salt Lake City advertising agency, will direct this campaign.

Tool Account for L. H. Waldrön Agency

The L. W. Jones Tool Company, Inc., New York, has appointed the New York office of the L. H. Waldrön Advertising Agency to direct its advertising account. Business papers and direct mail will be used.



A Market of Unusual Opportunities

Numerically the Washington (D. C.) market is stronger than any one of 13 entire states. It is composed of people of refinement, with financial ability to indulge their desires for luxuries as well as for commodities.

More than three-quarters of a million people, living in the National Capital, and within a 25-mile radius of it—The Star—Evening and Sunday—covers economically—and with unusual completeness and thoroughness—going directly into the homes, even in the most remote sections, by regular carrier service.

Our Statistical Department will be glad to furnish any specific information concerning this market which you may desire.

The Evening Star.

WITH SUNDAY MORNING EDITION

Eastern Representative
Dan A. Carroll
110 East 42nd Street
New York, N. Y.

*Member of
Associated Pres.*

Western Representative
J. E. Lutz
1110 Tower Building
Chicago, Ill.

Why an Advertising Club?

Advertising Commission Plans to Develop Strong Units Rather Than Strive for Numbers

By W. Frank McClure

Vice-President, Albert Frank & Company and Chairman, Advertising Commission of the International Advertising Association

AT the outset of the advertising club movement it was desirable that the greatest possible number of new clubs should be started. The mortality in these organizations has been inevitable and large. Nevertheless, from small beginnings, there have grown up splendid organizations in many of the key cities of the country. With all due respect to many other clubs, it may be said that one of these aggressively functioning bodies is worth a score of indifferent or weak ones.

Such great things have been done by the strong clubs that it seems to me the emphasis should be placed hereafter on adding strength to the weaker clubs rather than forming others that may become weak or pass out of the picture entirely. In this view I am supported by the Advertising Commission as a whole. The proposed budget of the International Advertising Association for the coming year includes \$30,000 for extension work. In a former day this would have meant that a widespread effort would have been made to add clubs and still more clubs. But now the plan is to try to make existing clubs stronger, even including the biggest and best.

What better investment could organized advertising make in the way of development than by adding still more strength to these strong clubs and thus make their influence sectional rather than local? The benefits of such a course are obvious.

A live advertising club is a highly beneficial influence in even a comparatively small town. But it is becoming increasingly apparent that no club should be organized in a town unless the town asks for it—and not even then un-

til the parent body is reasonably well convinced that the club can and will be supported to an extent that will make it fairly prosperous and profitable.

Stripped down to its essentials, the question is simply this:

Shall a club be merely an organization, perhaps somewhat social in character, with a haphazard program or no program at all and with a decidedly limited view of what the whole thing is about?

Or should it be a body that looks upon its mission seriously and is able and willing to do its part in educational work in behalf of advertising of which business today is in such sore need?

There is only one answer.

Organized advertising has a great work to do right now. If this work is well done, business for many generations hence will gain dividends from it.

I refer specifically to the plan to promote popular understanding of advertising as an economic force—rather than as an economic waste as some people still regard it.

As recently reported in PRINTERS' INK, Walter A. Strong, publisher of the Chicago *Daily News*, has been appointed chairman of an educational committee, whose work it shall be to set the country right as to this economic question. I believe that a few years from now there will be two great outstanding achievements to the credit of organized advertising. One will be vigilance work, which already has established itself. The other will be the work of bringing to the commercial world and the public at large an accurate understanding of what advertising really is and what it can do.

Bundscho's is a national institution . . . You don't have to have a Chicago office to get the benefit of Bundscho's typography. Just drop a type job in the mail and see how soon the proofs come back.

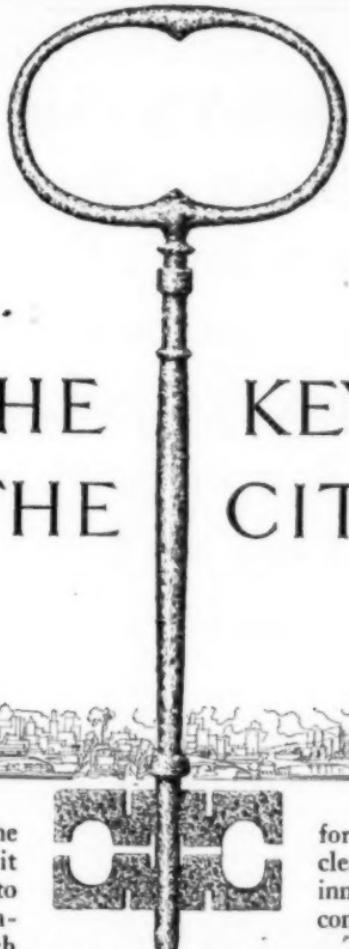


J. M. BUNDSCHE, INC.
Advertising Typographers

**58 E. WASHINGTON 10 E. PEARSON
CHICAGO**

HERE TYPE CAN SERVE YOU

"THE AMERICAN WEEKLY" IS THE MOST



THE KEYS OF THE CITIES

IN THE time of the old walled towns, it was the custom to welcome distinguished visitors with a presentation of the keys of the city. By this hospitable gesture it was meant to convey that for them no door was shut, no barrier interposed. It implied instant and smiling admittance at any time or place.

This pleasant ceremony has survived to our own day. The freedom of the city is still occasionally extended to visiting notables. But there exists today a key which is far more efficacious than those of our medieval



forebears in laying clear the way to the inmost heart of the community.

This key will gain admittance for you and your product, not in one, but in fourteen of the greatest cities in America! It is a key which unlocks not only the doors, but the minds of their inhabitants. It is the most widely read magazine in the entire world—*The American Weekly*.

Every Sunday, in 5,000,000 American homes, *The American Weekly* is read by the entire family. In these 5,000,000 homes live 22,000,000 people—

WIDELY READ MAGAZINE IN THE WORLD

one-fifth the total population of the United States! Their tastes, their desires, their daily needs, are directly influenced by this great publication.

The people who read *The American Weekly* live in cities, and in the trading areas surrounding them. They are typical Americans, with a high standard of living to maintain, and the money to maintain it. They consume many millions of dollars' worth of commodities yearly. They have the means, and the desire, to buy.

The American Weekly reaches more people in thirty-four states than any other publication. There is no other periodical that will reach this

great group so quickly, so easily, and at such little cost. Yet despite its tremendous influence, *The American Weekly* is not an expensive advertising medium. Its rates, in relation to its circulation, are the lowest of any large-scale publication in the world!

The American Weekly extends to you the keys of the fourteen cities having one-fifth of the total manufactures, three-fourths of the total bank clearings, and one-third of the urban population of the United States! Write today for complete information to the nearest office (see below) of *The American Weekly*, A. J. Kobler, President.

The American Weekly is a complete magazine, printed in newspaper form, and distributed with the Sunday editions of the Hearst chain of newspapers in the following fourteen American cities:

New York	- - - - -	American	Chicago	- - - - -	Herald and Examiner
Boston	- - - - -	Advertiser	Seattle	- - - - -	Post-Intelligencer
Syracuse	- - - - -	American	San Antonio	- - - - -	Light
Washington	- - - - -	Herald	Los Angeles	- - - - -	Examiner
Baltimore	- - - - -	American	San Francisco	- - - - -	Examiner
Rochester	- - - - -	American			
Detroit	- - - - -	Times			
Atlanta	- - - - -	American			

and the
Milwaukee Sentinel and Sunday Telegram

THE AMERICAN WEEKLY

Greatest Circulation in the World

Read by 5,000,000 families every week

9 East 40th Street, New York City

461 PARK SQUARE BLDG. WRIGLEY BLDG. 753 BONNIE BRAE 222 MONADNOCK BLDG.
BOSTON CHICAGO LOS ANGELES SAN FRANCISCO

Over Twice as Many Eggs !!

A recent survey shows the following:

Average Number of Eggs Per Hen Per Year

Our Subscribers - - - - - 162

Average on American Farms - - 62

These figures show that we reach the cream of the poultry industry—the intelligent, money-making poultrymen of America.

Just think what those figures really mean in dollars of profit!

The average farm hen, with a production of sixty-two eggs per annum, is profitable, and our subscribers with an additional 100 eggs have exactly that much more profit.

These extra hundred eggs per hen, at 3c each, mean \$3 a year additional profit.

Are you trying to reach this field by using media that are read only by the *average farmer?*

American Poultry Journal

Chicago :: :: :: Illinois

Poultry Tribune

Mount Morris, Illinois

Getting Rapid-Fire Distribution for an Industrial Product

How the Crouse-Hinds Company Put Its Improved Condulet Through Industrial Marketing Channels in Six Weeks

By Roland Cole

RAPID-FIRE distribution methods are frequently used in the general commodity field. PRINTERS' INK has carried a number of articles telling how various manufacturers selling through retail channels have secured local, sectional, and even national distribution in remarkably short periods of time.

In the industrial field, however, this same speed in securing distribution for a new or improved product is not so commonly encountered. It is for this very reason that a recent campaign on Condulets made by the Crouse-Hinds Company, is of such broad interest. In other words, here is an instance of a manufacturer who introduced an improved product to the industrial market with genuine rapidity. And, what is even more interesting, the rapid-fire distribution methods so successfully used for Condulets have a very strong resemblance to the plans usually employed for breakfast foods and other articles of general consumption.

It happens, in this case, that the product, Condulets, is sold both through retail stores and to the industrial market. This makes the campaign doubly interesting since exactly the same plans were employed for both fields.

There are three departments in the Crouse-Hinds business: A—Condulets; B—Headlights, flood-lights and traffic signals; and C—Panelboards and switches. "Con-

dulet" is a trade name which was adopted years ago and was made up from two words, "conduit" and "outlet." These products are widely used throughout all branches of industry. The company has a selected mailing list of several thousand names, made up of pre-



THIS SAMPLE CASE WAS FOUND EQUALY EFFECTIVE IN SELLING BOTH TO THE INDUSTRIAL AND THE GENERAL MARKETS

ferred retailers, electricians, plant managers, contractors, engineers and industrial customers generally.

Condulets are distributed through electrical jobbers.

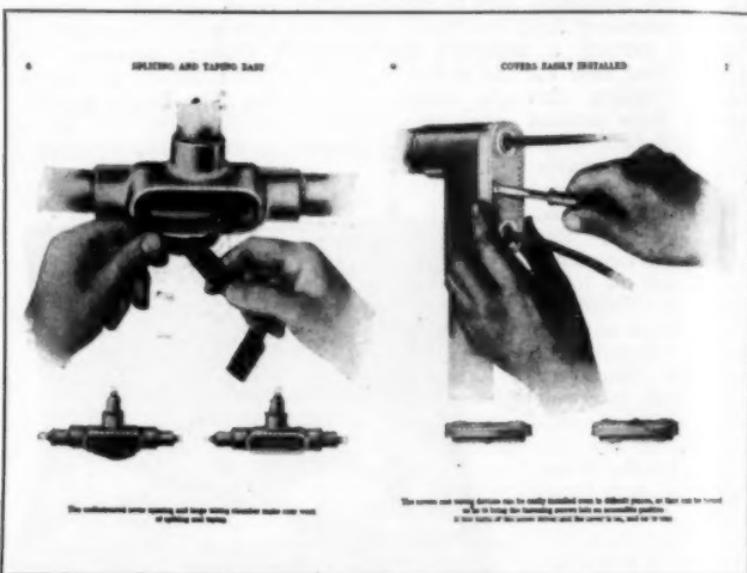
Shortly before the first of the year the company made a radical improvement in the construction of that part of the Condulet line known as the Obround group, and in order not to lose any of the advertising value that the Obround line had already received, it was decided to present this improved product under the name of "The New Obround Condulet." The constructional changes were important enough to be termed sen-

sational. The problem was, therefore, to put the story over in a spectacular way with the jobbers, with retail and industrial customers, and to accomplish that result in the shortest possible time.

It was decided that the New Condulet would be announced to users with two campaigns, or rather, a two-part campaign, one

for the dealer and industrial publications, a special salesman's sample case, miniature samples of the product, and complete salesmen's portfolios of the campaign.

Everything was printed and in readiness for the sales convention. The various features of the advertising were set up like exhibits at an exposition so that the cam-



THESE TWO FACING CATALOG PAGES SHOW HOW ILLUSTRATIONS ARE USED TO TELL THE ENTIRE SALES STORY

part consisting of direct mailings and the other of advertisements in business and industrial publications. Both parts of the campaign were to run simultaneously and were to be as extraordinary as it was possible to make them.

It was important to get stocks of the new article out to the jobbers before the advertising campaign was launched. This meant unusually fast work. A sales convention was held at Syracuse when all the salesmen came in for a week and sales plans were presented and discussed. Every detail of the campaign was worked out in advance of this meeting, such as catalogs, mailing folders, wall hangers, window display sets, new cartons, inserts and advertisements

campaign could be presented to the salesmen as a complete unit.

When an article of general consumption is involved, the use of the article does not ordinarily require much explanation or demonstration. But with an industrial article, the application of the article to an array of manufacturing and technical uses is of great importance and as a rule much time has to be given over to such presentation and demonstration. This was true in the present case, though this time was shortened to some extent by the simple and graphic principle upon which the advertising was worked out: namely, telling the story with pictures and as little text as possible.

Without question, one of the

A vast multitude!

Yes, 106,649 people
make an army.

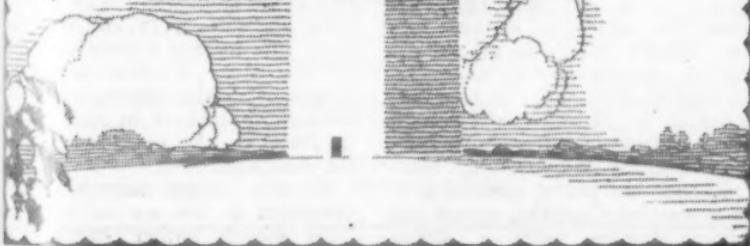
And an army—you know,
travels on its stomach,
And it must be clothed—
be housed—be instructed—
be entertained.

In Washington, D. C.
an army of 106,649 (A. B. C.)
reads every day—

The Times, evening,
The Herald, morning.

Advertisers

in these newspapers
are the purveyors
to this vast multitude.



most important features of this campaign is the simplicity that characterizes the advertising. Few campaigns dealing with industrial products can compare with it in brevity of text. As a matter of fact, the story is told almost entirely with pictures.

First of all, the salesmen were given a portfolio that hasn't a word of descriptive text in it. About all the wording there is, is the title: "Complete Advertising Campaign, Introducing the New Obround Condulets — Form 7." This, with an embossed reproduction of the product, is all that appears on the cover. The title page bears about the same wording, with the addition of the firm name and the addresses of the sales offices.

The portfolio contains twenty-four pages, with one feature to a page. These features are actual samples of the printed matter, proofs of advertisements and pictures of the wall hanger, window set, sample box, and salesman's sample case. The direct-mail campaign is shown first, with a sample of the catalog and its envelope, followed by the five mailing folders, after which come pictures of the wall hanger, window set and sample box in actual colors. The seven following pages contain proofs of display advertisements followed by pictures in actual color of the salesman's sample case and illustrations to show how the line is packed for shipment.

One of the inspirations of the campaign is the salesman's sample case. It is made of leather, plush-lined, and when open is suggestive of a chest for silverware. The idea behind this sample case was to provide a sort of stage setting for the new product that would give it a big and important look when the salesman walked into the jobber's salesroom or the office of a prospective customer, on his introductory call. In size it is about 18 by 10 by 3 inches, made like a suitcase with carrying handle and metal clasps. Within, there are about ten pieces, consisting of an assembled Condulet, covers and wiring devices, with a screw-

driver for making a demonstration. Each piece has its place in the case like silverware in a chest.

This sample case, by the way, turned out to be one of the little surprises of the campaign. The salesmen had no sooner begun to show it, than jobbers began to ask for it. As a consequence, additional cases were rushed through and sold to jobbers. These sample cases were not cheap in any sense, and although they were sold to the jobbers at a price that did not begin to cover cost, it would have been worth two or three times the cost to succeed in getting the jobbers' salesmen to give a product such special attention.

By the early part of February, the sales campaign was on in full swing. The mail campaign for the retailer and industrial buyer was not scheduled to break until about the middle of March, which gave the sales force a scant six weeks to see their jobbers, take orders and make shipments.

The first mailing of catalogs was sent out from Syracuse so as to be delivered all over the United States on the opening date of the campaign. On this day, the sales force of the Crouse-Hinds Company and the salesmen of the jobbers began their campaign of selling by calling on retailers and industrial buyers. This meant a personal follow-through on the catalog and it also meant that when the first orders from consumers and dealers began to be received, the jobber had the goods in stock.

The five mailing folders are to follow the catalog at regular intervals, with two-page and single-page color inserts appearing in dealer and industrial publications, scheduled so as to tie in with the direct-mail campaign. The advertising and sales work, consequently click off in accordance with a definite plan. Window sets consisting of display pieces were distributed to jobbers in time to be in place on the opening date of the campaign.

Another unique feature of the campaign is the use of samples. This sounds rather startling in



AMONG THE NEW ADVERTISERS WHO ARE USING SPACE DURING 1927

Poland Water
 E. H. Rollins & Sons
 Buick Motor Car Company
 Royal Typewriter Company
 Curtis Publishing Company
 General Motors Corporation
 Anaconda Copper Mining Company
 Fidelity Bond & Mortgage Company
 Illinois Central Railway Company
 Westinghouse Electric Company
 Utility Securities Company
 Eastern Film Corporation
 Lee, Higginson & Company
 Dollar Steamship Line
 Mor-Tel Corporation

The United States Daily

Established March 4th, 1926

Presenting the Only Daily Record of the Official Acts of the Legislative, Executive and Judicial Branches of the Government of the United States of America

DAVID LAWRENCE
President

New York Office:
52 Vanderbilt Avenue

Washington

Chicago Office:
London Guarantee Bldg.

VICTOR WHITLOCK
Vice-President and
Director of Advertising

Detroit Office:
General Motors Bldg.



H. A. KOEHLER



H. ROBINSON



H. H. BECK



J. C. KEOGH



D. K. MURFREE



PHIL DENNIS.

The Western This Sales

located in the Hearst Building, Chicago, is manned by eleven representatives and a total working force of twenty-four people.

The Chicago sales staff is made up of men trained by experience and contact to render superior service to Western advertisers interested in the

H. A. KOEHLER
929 Hearst Bldg.
Chicago.

K. J. NIXON
82 Marietta St.
Atlanta, Ga.

Rodney E. Boone
9 E. 40th St.
New York City

L. C. BOONE
Book Tower Bldg.
Detroit

Chicago American Boston American
Detroit Times Boston Advertiser



C. KEO CAMERON



S. V. HORTON



E. F. GLENN

rn Office of les Organization

Build-
d by
and a
enty-
made
xperi-
ender
western
n the

markets covered by the news-
papers of this group.

H. A. Koehler is manager of the Western office. He has had extensive contact with advertisers in this territory and is thoroughly familiar with all phases of advertising and merchandising.



HERBERT J. CRAIG



C. T. MORRIS

E. Boerner Manager National Advertising

E. 40th York

dg.

S. B. CHITTENDEN
5 Winthrop Square
Boston

F. M. VAN GIESON
541 Monadnock Bldg.
San Francisco

FRED H. DRUEHL
136 St. Paul St.
Rochester, N. Y.

American Albany Times-Union Syracuse Journal
Advertiser Rochester Journal Wisconsin News

connection with an industrial product. Sample boxes containing a casting, two covers, and a screwdriver were freely distributed. In addition to the sample just described, a miniature was produced, in a size that might be called a "baby Condulet," and consisted of a casting with a cover mounted thereon. The point that makes these samples valuable as advertising is that they embody the principal talking point of the new Obround Condulet; namely, the Wedge-Nut fastener. As a matter of fact, this Wedge-Nut fastener is the pivotal feature of the new design, around which all of the other talking points are assembled.

These small samples, like the other samples, have been put up in specially made cartons, and quantities have been supplied to the salesmen who will distribute them to interested prospects.

The simplicity which characterizes the salesmen's portfolios has been carried through the entire campaign; for example, the first notice of the New Obround Condulet which the trade received was the catalog. It is a thirty-two page book, mailed in a special envelope with the company imprint in the upper left-hand corner, and the title displayed in large type, "The New Obround Condulet." The outside cover of the catalog bears the same wording with an embossed illustration of the new product. The first page is the title page, with no text except the name, catalog number, date and signature. The conventional "announcement" story is simply not there. Six pages of pictures follow with no text at all except captions. These pictures are photographic reproductions—big cutout halftones, showing the product nearly actual size. Each of the six pictures features a talking point.

These first six pages of the catalog are a "picture-story" which the industrial buyer and the electrical retailer will be able to grasp instantly without further explanation. Following them there are nineteen pages of tabulated listings and detailed illustrations, and

four pages constituting a "Catalog Number Index."

The five mailing folders are in effect, posters, for with the exception of one panel of text, entitled "Distinct and Novel Features" and followed with a summary of talking points, these folders are all pictures. The pictures are artist's drawings, each one showing an electrician performing some operation, such as, "A few turns of a screwdriver and the cover is on and on to stay." There are two of these drawings in each folder, one printed on the first open fold and the other occupying the entire inside spread. The effect is therefore unusually striking, and it is heightened by the use of color. The industrial and business-paper advertisements are designed with the same idea in mind: namely, to tell the story with pictures instead of lengthy text.

Another New MacLean Magazine

Publication of *Canadian Paint and Varnish Magazine*, to be devoted to the paint and varnish trade, will start with an April number. It will be issued by the MacLean Publishing Company, Toronto. G. B. Davis is manager of the new publication, which will have a page size of 7 by 10 inches.

Crooks-Dittmar Company Changes Name

The name of the Crooks-Dittmar Company, Williamsport, Pa., manufacturer of Cromar oak flooring, has been changed to The Cromar Company. The change was made to identify the company more closely with its advertised product.

Appoints G. S. Standish Agency

The M. S. Company, Attleboro, Mass., Viking flexible bracelets, has placed its advertising account with the G. S. Standish Advertising Agency, Providence. Magazines, newspapers, business papers and direct mail will be used.

Bingham Company Opens New York Office

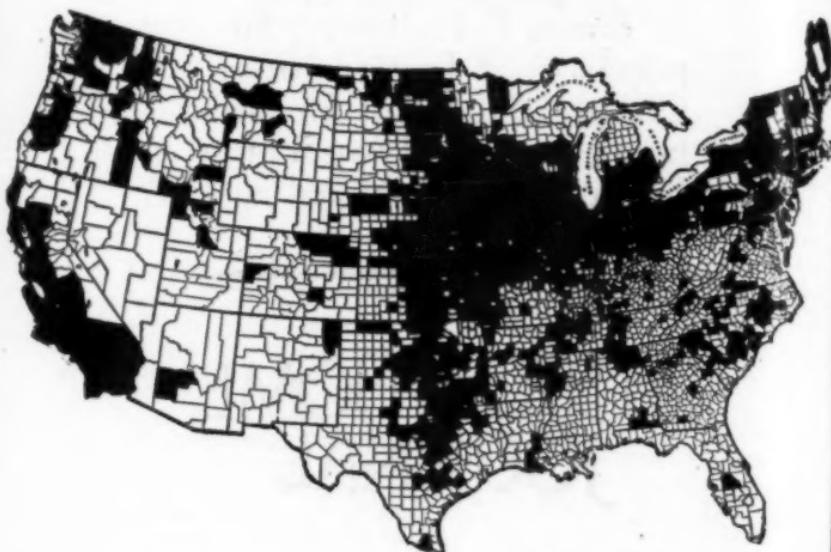
The Bingham Company, Philadelphia, direct mail advertising, has opened a New York office under the direction of F. S. Goodspeed, vice-president of that company.

The food editorial material appearing in People's Home Journal is prepared by Emma F. Holloway, Supervisor of Institutional Courses, School of Household Science and Arts, Pratt Institute and a national authority on this subject.

PEOPLE'S HOME JOURNAL

Food advertisers have found that a reader interest fostered by this type of editorial material gives them a valuable background in appealing to the young married women, living in small towns and rural communities, for whom People's Home Journal is edited.

The Primary Farm Market by Counties



The black areas comprise the 1198 better-than-average agricultural counties, determined by correctly rating each of the 3044 counties in the United States according to farm income, farm property value and number of white farm families.

No arbitrary group of states, nor any single state, but the best counties in the entire United States, constitute the Primary Farm Market.

The Farm

first in the

PHILADELPHIA : NEW YORK : BOSTON : ATLANTA

CHIC

If you haven't

- visualized the true location of the Primary Farm Market
- compared the location of trading centers with the true location of the Primary Farm Market
- compared your farm paper coverage with the true location of the Primary Farm Market

— you should

Advertisers who sell to farmers will find it most profitable to concentrate their major selling effort in the Primary Farm Market—in those 1198 counties in which are located

69.4% of all farm income
74.1% of all farm property value
59.9% of all white farm families
60% of all important trading centers

and in which is located

75.9% of The Farm Journal's circulation

And this can be done at less cost per page per thousand *farm circulation* in The Farm Journal than in any other media. The Farm Journal is first in the *Primary Farm Market* with the greatest volume of R. F. D. circulation—the most reliable gauge to real *farm circulation*.

1,400,000 Circulation

Journal

farm field

SANTA CLARA CHICAGO • SEATTLE : SAN FRANCISCO : LOS ANGELES

Reader Loyalty— the factor in magazine advertising

It was inevitable with the tremendous growth of magazine circulations and the duplication of these circulations that the modern advertiser should devise a new and more fundamental standard for his investment.

Circulation, coverage, reliability, such factors determining space placements were not final. They did not guarantee sales returns commensurate with the investment.

There was one essential human quality a magazine should offer its advertisers. Not reader interest merely. Reader interest might sell a magazine but it would not sell the magazine's advertisements.

What? What, but the quality that gave an advertisement editorial power, appeal beyond and above the advertisement itself, persuasiveness that led to purchase. What, but—

Reader Loyalty

COLUMBIA and its circulation of 746,484 (ABC) has no rival in Reader Loyalty. **COLUMBIA** offers its advertisers the credence and devotion of over two million men, women and children. No magazine can offer a more powerful, more certain, more invaluable investment than the hearts and minds of its readers.

(It should be noted that **COLUMBIA** is not aping orthodox magazine achievement, nor given over to preaching and controversy. **COLUMBIA** is a magazine of universal appeal, of unique and independent character in the magazine field.)

COLUMBIA

A Personality—Not an Institution

The Knights of Columbus

Publish, Print and Circulate COLUMBIA from their own printing plant at New Haven, Connecticut

Net Paid Circulation 746,484, A. B. C.

Eastern Office:

D. J. GILLESPIE, Adv. Director
25 West 43rd Street, New York City

Western Office:

J. P. JENKINS, Western Manager
134 South LaSalle Street, Chicago, Ill.

Why the Specialized Catalog Can Sell More Goods

Rifle Shot Presentation Can Carry Forceful Selling Message Direct to Prospects

W.M. B. REMINGTON
SPRINGFIELD, MASS.

Editor of PRINTERS' INK:

Can you give us any information or references on the subject of whether or not it is better for a manufacturer who makes a broad line of articles, all confined to the same field and all sold through the same class of retail store, to put out his catalog as a unit or divide it into sections? Have you any evidence to show whether the retail buyers, such as department store buyers and buyers for specialty stores, prefer to have the manufacturer's catalog under one cover or in sections according to the classifications of the product?

W.M. B. REMINGTON

OUR Research Department has sent to Mr. Remington a list of references to recent PRINTERS' INK articles on the subject of the comparative value of general and specialized catalogs. Any of our readers who are interested in this kind of advertising can have the list, without charge, if they will write for it.

We have frequently expressed the opinion that the big general catalog listing many different kinds of merchandise was seemingly giving way to smaller books made up of individual departments or combining strictly allied lines. From investigations we have recently made we can now say that the smaller books are out-classing the larger ones both in number and selling power. Leaving out the retail mail-order houses, certain general merchandise wholesalers and the larger hardware jobbing firms—and even these supplement their large catalogs by occasional smaller ones—it is rather an exceptional case when any considerable number of lines are combined in one book.

The fundamental reason is that the catalog with many departments can easily become wasteful. Unless it can be remade at frequent intervals it quickly gets out of date. If it quotes net prices, these prices cannot be expected to remain the same over a very long

period. New merchandise and new styles come along. If the firm has to wait until fall or spring before listing these in a general catalog, it is going to lose much business. A general catalog usually is far too expensive to issue more than once or twice a year.

Many firms, recognizing these facts, have turned to the smaller book as being the most effective selling medium. Prominent among these are the wholesale divisions of Marshall Field & Co., and Carson, Pirie, Scott & Co., in Chicago. We have previously told how these firms, once firm believers in the general catalog, now send out an imposing number of smaller ones. The initial cost is so much smaller, relatively, that a whole succession of the smaller books can be issued at an actual saving over the expense of the big volumes for spring and fall. And even in cases where the gross cost of numerous small catalogs is larger than that of one or two large ones, the additional business brought in through the frequent mailings is more than enough to neutralize the difference.

The Wilson-Western Sporting Goods Co., of Chicago, is one of the staunch believers in specialized catalogs. This firm has five, covering golf goods, spring and summer athletic goods, fishing tackle, baseball uniform swatch books and baseball goods. The five are advertised together. If a person wants all of them they are sent, but few requests of this kind are received.

Albert Pick & Co., a large Chicago and New York organization, furnishing hotels, clubs and institutions, formerly had one catalog listing their entire line, but this proved wasteful. If a confectioner, for example, should be interested in Pick's soda fountain equipment, why should the firm send him a large catalog contain-

ing, not only that line, but a full offering of china, linen, blankets, ranges, silverware, and a general assortment of hotel furnishings?

The general catalog has been broken down into a series of specialized books. The net result, from a standpoint of sales, and saving in actual advertising expense, has been notable.—[Ed.]

PRINTERS' INK.

American Stores Gross Sales Set Record

The American Stores Company, grocery and meat chain-store operator, Philadelphia, reports gross sales of \$116,902,230 for 1926, compared with \$108,886,071 in 1925. The 1926 figures exceed those of 1925 by \$8,016,159. Net income in 1926, after charges and Federal taxes, was \$7,357,875.

Lillibridge to Direct Residence Apartment Campaign

Ray D. Lillibridge, Incorporated, New York, has been appointed to handle the advertising and promotion of The Netherland, a new thirty-eight-story residence apartment now being completed at New York which will be under the management of Louis Sherry, Inc.

Appoints Providence, R. I., Agency

The Homer-Alden Company, North Attleboro, Mass., manufacturer of arch-supporters, has appointed the Granville Standish Advertising Agency, Providence, R. I., to direct a magazine advertising campaign.

Edwin A. Machen Agency Advances F. J. McGinnis

Frank J. McGinnis, manager of the Cleveland office of The Edwin A. Machen Company, Toledo advertising agency, has been made vice-president. He will continue in charge of Cleveland territory.

W. B. Foshay Appoints L. A. Quill

Leonard A. Quill, for a number of years with Buckley, Dement & Company, direct-mail advertising, Chicago, has been appointed manager of the Chicago office of the W. B. Foshay Company, investment securities.

Birdsell to Direct Racine Radiator Sales

Roger Birdsell has been appointed sales manager of the Racine Radiator Company, Racine, Wis. He will have charge of sales engineering and advertising. He succeeds F. M. Young, resigned.

Jobbers Need a Complete Advertising Program

AUTOMOTIVE EQUIPMENT ASSOCIATION
CHICAGO

Editor of PRINTERS' INK:

The article, "How Jobbers Can Overcome Adverse Propaganda," in your issue of March 17, has been read with lively interest, and, generally speaking, I, as an automotive equipment man, am in hearty accord with Mr. Guinzburg's views.

While the article deals largely with the situation in dry goods jobbing, it applies equally to jobbing in the automotive equipment field. The jobber, whatever line he may be in, must forsake the defensive for the offensive. He must put his arms to better use than merely trying to protect his face. He must carry his message to the public and not expect the public to determine his important status in the economic sphere just by guessing what it is "all about."

Educational procedure is essential. He must tell the world just where he fits in and how serviceable he can be to the rank and file. And the outstanding method lies in paid advertising in business publications. The public is receptive at all times to constructive explanation and enlightenment. It simply is waiting to be told. Of course, the jobber cannot get his message over effectively in one breath, so to speak; he must hammer away until the last vestige of doubt in the public mind is removed.

There have been cases where individual jobbers have undertaken in a way to engage in educational publicity, but, for obvious reasons, they have not been able to get very far. This educational program should be sponsored by jobber organizations—local and State—and it should be thorough and complete.

The sooner the jobber gets his message over to the public at large, the quicker will he achieve his rightful place in the sphere of business.

AUTOMOTIVE EQUIPMENT ASSOCIATION
J. E. DUFFIELD,
Assistant to the Commissioner.

May Department Stores Sales Increase

The May Department Stores Company, St. Louis, chain department stores, reports sales of \$100,522,928 for the fiscal year ended January 31, 1927, compared with sales of \$97,117,891 in 1926, and \$89,932,915 in 1925. Net profits after charges and Federal taxes were \$6,952,101. This compares with \$6,800,311 for the previous fiscal year of 1926, and \$5,909,608 in 1925.

Joins Yosemite Portland Cement Company

Dewey A. Schlemmer has become sales manager of the Yosemite Portland Cement Company. He will be located at Fresno, Calif., where a new sales office will be opened.

What About The Cheap Stores?

"CAN a cheap store," asks a local advertiser, "advertise to advantage in a paper like The Dallas News?"

There are two kinds of popular-price stores. One kind appeals to the public's intelligence, the other kind to its ignorance.

There is no room in The News' columns for the latter breed of mercantile polecat. A fake sale, for instance, cannot profitably be advertised in The News.

But for the reputable popular-price store, or popular-price article, papers like The Dallas News are the best advertising media in America.

There is something about a high-class newspaper that overcomes people's reluctance to give the fullest endorsement to an offering with a price appeal.

And, of course, the reverse is true. Advertisers

of high-priced goods need never be reminded that The News is their kind of paper.

* * *

Different as they are in content and in the make-up of their reader-families, The News and The Journal belong in the same newspaper class. Both enjoy the confidence that comes to papers of the highest character.

Bear in mind that The News and The Journal can be bought by advertisers (*not by readers*) as one paper, giving complete coverage of the Dallas Market with a substantial rate discount and with one handling.

* * *

Can cheap stores advertise in The News and The Journal?

Yes, if they deserve the endorsement of alert minds.

Yes, if they ever want to be anything but cheap stores.

The Dallas Morning News The Dallas Journal

An Optional Advertising Combination

You can't kill two

The population of Business Boston numbers more than two-and-a-half million people, packed into the most densely populated area in America—New York alone excepted. It is a compact market, rich, progressive, appreciative of service and responsive to well-planned advertising. But the people of Business Boston are divided into two great population groups. This separation is not to be thought of as one of class or mass, rich or poor, literate or illiterate, but as the result of heredity, tradition and environment. And this division is definite, immutable. It influences the thought, personal preferences, buying and living habits of those constituting each group. This condition must be recognized and accepted by any national advertiser seeking the Boston market for his product.



Advertising Representative:
GEO. A. McDEVITT CO.
250 Park Avenue, New York, N.Y.
914 Peoples Gas Bldg.,
Chicago, Ill.



For six years the *Herald-Traveller* has been first in National Advertising including all financial, automobile and publication advertising, among Boston daily newspapers.

words with one stone



To market a product successfully in Business Boston *both* groups of its divided population must be reached and sold. No one Boston newspaper ever has covered both groups effectively. Every attempt to do so has invariably failed.

The Herald-Traveler is the only daily Boston newspaper that covers one of the two groups. Most of the other group is reached by any one of the other three major newspapers. Any national campaign to cover Business Boston—and that means both population groups—must of necessity include two or more Boston newspapers of which the Herald-Traveler must be one.

The Herald-Traveler group is the more important of Boston's two population groups. Proof of that lies in the fact that Herald readers are the most prosperous, possess the largest per capita wealth and return the largest proportion of income tax reports. Further evidence is shown by the Herald-Traveler's advertising columns which, for six years, have led all Boston daily newspapers in volume of national advertising, including financial, automobile and publication.

BOSTON HERALD-TRAVELER

traveler ha
advertisin
automobile
ng, amon

Advertising Representative:
GEO. A. McDEVITT CO.
250 Park Avenue, New York, N.Y.
914 Peoples Gas Bldg.,
Chicago, Ill.



For six years the Herald-Traveler has been first in National Advertising, including all financial, automobile and publication advertising, among Boston daily newspapers.

Send for Chart Analyzing Obvious Duplication of Farm Papers

Figured on the basis of total farm paper circulation to total number of farms per state, everything over 100% is either duplication or not on farms.

If it *is* duplication, some advertisers are not reaching as many farmers as the circulation "coverage" figures might indicate.

If it *is not* duplication, the excess is not among farmers.

Complete chart showing 2,000,000 obvious duplication among 6 nationals and 173,000 among 39 state and sectionals, will be mailed on request.

The locals provide 173,838 more net, unduplicated circulation, a more even coverage per state and incomparable local influence at \$4.84 lower rate.

E. Katz Special Advertising Agency

Established 1888

Publishers' Representatives

Detroit
General Motors Bldg.

Atlanta
22 Marietta St.

New York
58 West 46th St.

Chicago
307 No. Michigan Ave.

Kansas City
Waldheim Bldg.

San Francisco
Monadnock Bldg.

Organizing for a Co-operative Campaign

Essential Steps That Study of Other Co-operative Efforts Taught Men's Shoe Industry to Take before Actually Using Advertising

By Albert E. Haase

THE idea of co-operative advertising can be sold to almost any industry. It matters not whether that industry be young or old, large or small, prosperous or on its way to bankruptcy. Give a gifted and fluent orator or a many-degreeed statistical shark an afternoon before the annual convention of an industry and the trick can be turned.

The mortality rate on co-operative advertising campaigns is high. Time and again in recent years co-operative advertising campaign after co-operative campaign has started with a blare of trumpets and high hopes only to fade out and disappear almost as quickly as it had been started.

A co-operative advertising campaign most certainly will be wrecked and sunk unless it is properly and adequately financed; unless the leading individual organizations in the industry support it and openly give it their approval; unless it shows definite promise of ability to achieve results that can be had in no other way.

There is yet much to be learned on the technique of organizing, financing and planning co-operative campaigns. A wealth of information exists in the records of the failures and successes of the many co-operative campaigns of recent years. That information should be tapped and put to use by any and every group which plans to make use of co-operative advertising. The men's shoe industry, which for some time has been planning to make use of co-operative advertising, has done that very thing. A study of the plans that this industry has made, from the information and knowledge obtained in an investigation on failures and successes in co-operative advertising endeavors,

consequently should be of much value as guide and reference on this subject.

As an article in *PRINTERS' INK* of September 2, 1926, pointed out, there has been a decrease in the per capita consumption of men's shoes since 1914. The total output of men's shoes has increased since that time; the population of the country has increased, but the consumption of shoes per man per year has decreased. It was believed that a systematic plan of concerted advertising by the industry could correct this situation. Those who advocated this thought put it before the men's manufacturer's division of the National Boot and Shoe Manufacturer's Association, with the result that a committee of men prominent in that field was appointed to make a study of the idea. That was in March, 1926. The committee made its study and reported back to a convention of the industry in July of that year. Its report and recommendations were approved by the convention and the committee was given power and authority to make all necessary arrangements to carry through its plans.

SUPPORT OF THE INDUSTRY

The chances for the success of a co-operative campaign depend in great measure upon the whole-hearted support, morally and financially, of the industry. Quantity and quality of the support count heavily. The committee in charge of plans for the men's shoe campaign conditioned its plans upon proof of the fact that both quantity and quality support had been obtained from the men's shoe industry.

The first condition laid down was that the men's shoe industry be organized in a group known as

the Men's Manufacturer's Division of the National Boot & Shoe Manufacturer's Division of the National Boot & Shoe Manufacturer's Association with at least 66½ per cent of the total annual production of the industry represented in its membership.

There was a good reason why the committee suggested that the organization have 66½ per cent representation of the total annual production of the industry. It had found that almost every successful co-operative advertising campaign had at least 72 per cent of the industry behind it at the start of the campaign. It believed, in the case of its own industry, that it could with safety put the figure at 66½ per cent of the total annual production because there were sources other than shoe manufacturers to draw upon for support.

Each member of this association, the committee recommended, should obligate himself legally, for a period of at least three years to contribute each year to the general fund of the association.

A contribution basis of one-eighth of 1 per cent of the wholesale valuation of each member's production was arrived at after the committee had considered the cost of the entire campaign. Its consideration of that subject will be explained later.

The figure one-eighth of 1 per cent represented a maximum amount required in order to be within safe limits in its budget, and in fixing it the committee had in mind the possibility of reducing it after the first year of operation. Study had shown that it would be safer to start with the maximum requirement and reduce rather than to start with the minimum and find itself obliged to increase it.

Even though the foregoing provision should be satisfactorily met, the committee reported it would not be willing to recommend that the campaign be started unless the membership of the organization included a sufficient representation of the largest and most influential men's shoe manu-

faturing companies in *each of the principal shoe districts of the country*. Only in this way, it declared, would it be possible "to insure the national character of the organization and the complete avoidance of any district or territorial aspect."

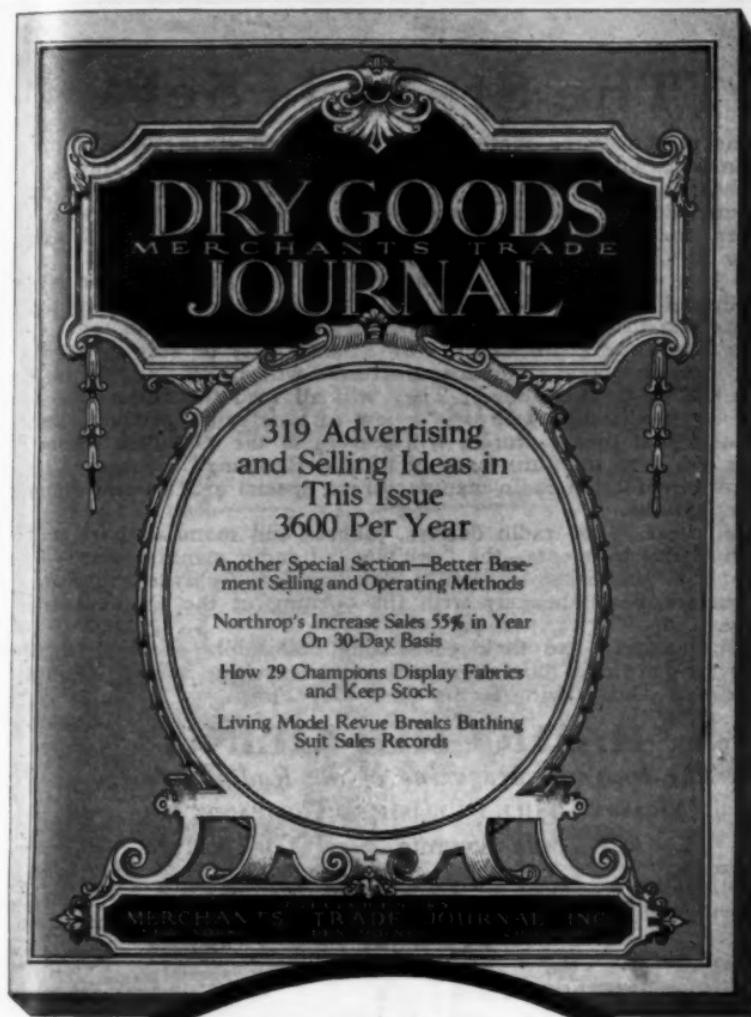
Campaigns often are started, which if successful would result in material benefits for industries allied in one way or another with the industry underwriting the campaign. Too often the idea of asking the support of such allied industries comes as an after-thought. In this case, it has been held that the campaign should not be undertaken unless allied fields were willing to give moral and financial support. Those fields were definitely listed and the annual sum of money that was expected from them over a period of three years was decided upon.

EXPLAINING THE CAMPAIGN

A campaign that can be changed continually to meet the desires of contributors is certain to end disastrously. Yet it is only fair to expect continuous demands for changes if those who are putting up their money do not know at the very outset the exact purpose of a campaign and the procedure to be followed in order to achieve that purpose.

The committee in charge of plans for the men's shoe campaign not only definitely explained the purpose of the proposed campaign, but outlined the procedure to be followed in seeking to achieve that purpose.

It strongly recommended that there must be agreement from the outset that the advertising campaign should consist not only of national advertising in magazines and newspapers but also of "a highly intensive and systematized plan for retail shoe dealer co-operation and local sales promotion." In making this recommendation the committee gave the opinion that "the local dealer tie-up is unquestionably the more important of these two campaign features." "The national work,"



**Sells the buyer
because it helps
the buyer sell.**

*"Made by
its readers"*

The Stage Is Set

June is convention month. The Music Industries Chamber of Commerce will hold its convention in Chicago, the National Electric Light Association will convene and hold an exhibit in Atlantic City, the Radio Manufacturers Association will get together, and at the same time hold its First Annual Radio Trade Show in Chicago.

In June thousands of radio dealers, jobbers and manufacturers will attend these conventions. Other thousands will be prevented from going to Chicago or Atlantic City by business or distance.

Whether they go to Chicago or Atlantic City or stay at home, radio dealers, jobbers and manufacturers will all receive the June issue of "Radio Retailing." They will all read the editorial section of this issue, with its review of new radio products and products that manufacturers will feature in the 1927-1928 season. They will keep the June issue of "Radio Retailing" because of its special directory of radio manufacturers, special articles and many other features.

And these 30,000 radio dealers, jobbers and manufacturers will see the advertisements—the "exhibits" of radio manufacturers—in the special June issue of "Radio Retailing." This issue will reach its readers simultaneously with the opening of the Radio Trade Show.

Manufacturers and their advertising counselors are invited to write for additional data about this important June issue of "Radio Retailing." Advertising forms close May 20th.

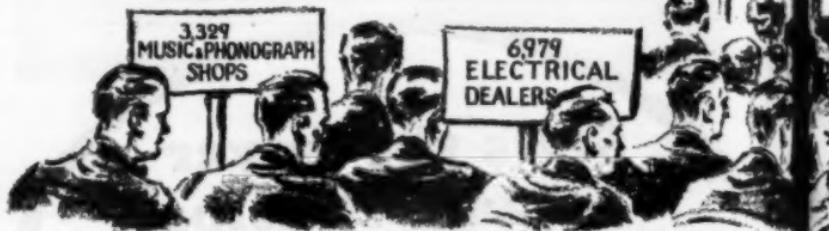
RADIO RETAILING

The Business Magazine of the Radio Industry

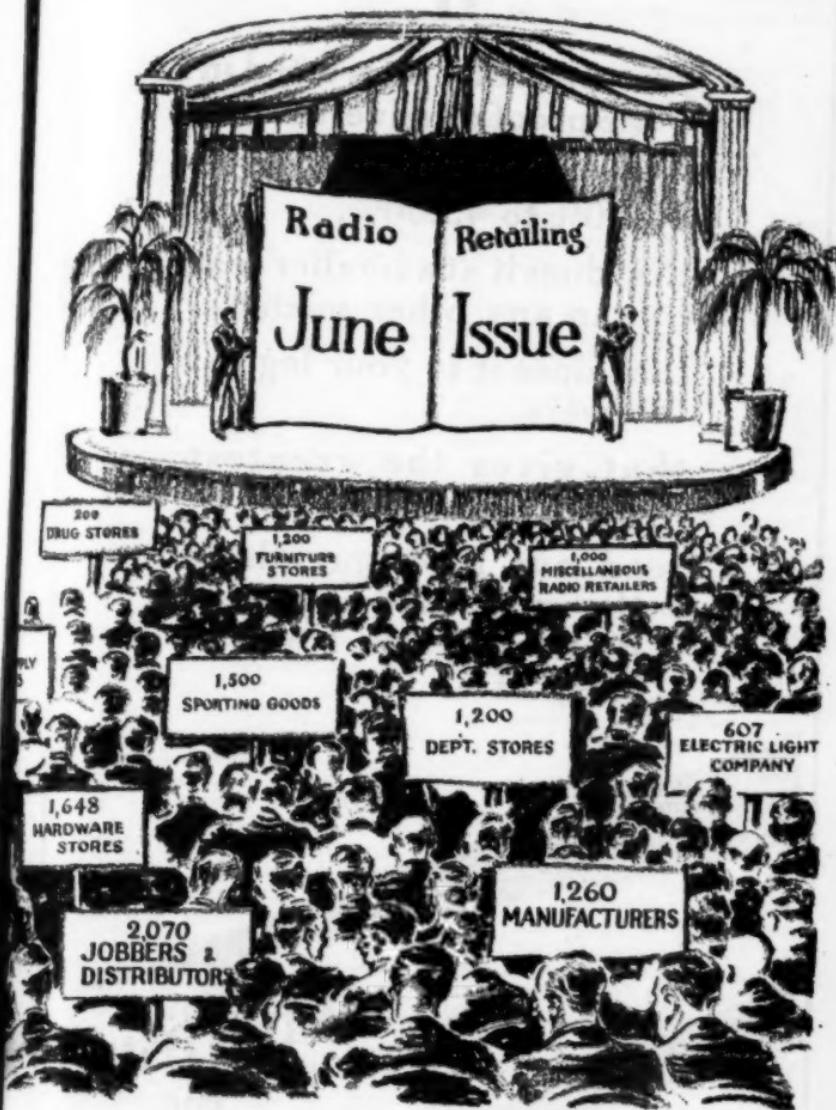
McGRAW-HILL PUBLISHING COMPANY, INC.,

471 Tenth Avenue, New York City

Every Month Throughout the Year, "Radio Retailing" Is a Convention for All Radio Dealers, Jobbers and Manufacturers.



A Convention of 30,000 Radio D



D
ellers, Jobbers and Manufacturers

If

**you are really interested in
the proof of advertising—
that increases sales from
300% to 4,200%,
that does it at a smaller cost
than any other medium,
that does it to your logical
buyers,
that gives the greatest
quality message,
read our five spreads in
the next five issues of
Printers' Ink for the
story of—**



it said, "cannot be worth its cost unless its influence is extensively capitalized by the retail branch of the industry."

ORGANIZATION

Its study of co-operative campaigns convinced the committee that it would be folly to leave the direction of the campaign in the hands of a group of volunteer workers drawn from the industry. It saw a need for a definite organization, legally incorporated. It recommended that such an organization be created and incorporated if the industry was successful in obtaining the funds necessary for the proposed campaign.

In the plans submitted for this incorporated organization the duties of the officers, committees and departments were specifically outlined. The general officers suggested were: A president, vice-president, secretary and treasurer, each of whom would be expected to perform the work common to those offices. The other suggestions for the personnel of this organization called for a trustee of subscriptions, an executive committee, an executive manager, an advertising committee, a dealer promotion committee and a finance committee.

Too often co-operative campaigns are started with no attempt being made properly to fix and divide authority for the conduct of the campaigns. In the case of this particular campaign considerable care was taken to outline the specific duties, functions, and responsibilities of each executive and committee as is indicated by the following statements:

TRUSTEE OF SUBSCRIPTIONS

The person holding this office it was recommended, should be an officer of the bank selected as the association's principal depositary of subscriptions for members. He should personally receive from all subscribers their periodic payments and should disclose them to no one. It would also be his duty to deposit all subscriptions in his

and other banks, and should make available to check-withdrawals by the treasurer of the organization all of the current aggregate deposits.

EXECUTIVE COMMITTEE

It was recommended that this committee should consist of not fewer than nine nor more than fifteen manufacturers, all of whom should be selected for their executive ability and their demonstrated success in directing the merchandising and advertising of their own goods through retail outlets. It was strongly recommended that they should function with full and final authority on all campaign matters at all times, subject only to such decisions on fundamental policy as may be reached by a vote of the Men's Association of the National Boot and Shoe Manufacturer's Association at its annual or semi-annual meetings.

EXECUTIVE MANAGER

The person selected for this post, it was recommended, should be responsible only to the executive committee. Personal charge of all detail in the operation of the national co-operative campaign, including dealer promotion, would be in his hands. He would have immediate charge over two other committees, namely the advertising and dealer promotion committee. He would also be the sole official point of contact between the association's advertising committee and the advertising agency which the association would employ. It would be expected that he would take counsel from the association's advertising committee in the handling of matters with the advertising agency. It would also be expected that he would confer with the association's dealer promotion committee in the making of any plans in that committee's sphere of action.

ADVERTISING COMMITTEE

It was suggested that this committee have a membership of five and that those members be chosen, preferably, from among the most

capable advertising directors connected with men's shoe manufacturing concerns. It would be the duty of this committee to act in an advisory capacity on matters of advertising, other than routine; to pass on the physical make-up of all advertisements submitted by the advertising agency, and on all promotion material prepared by the advertising agency and the executive committee for use in work with the dealer.

DEALER PROMOTION COMMITTEE

This committee, it was suggested, should consist of five men who preferably should be selected from among the most able sales or merchandise managers of industrial shoe manufacturing concerns and should have demonstrated unusual ability in assisting local dealers to promote their business. This committee would act in an advisory capacity to the executive manager in handling all retail store sales promotion matters.

FINANCE COMMITTEE

Three executives of shoe manufacturing concerns would compose this committee. Those three, it was suggested, should be chosen on the basis of their personal ability to direct the creating of interest among manufacturers of men's shoes in the project and enlisting their membership and financial support of the association. This committee, it was also suggested, should be directly re-

sponsible to the executive committee.

The key man in this proposed organization is the executive manager. Failure or success is, in considerable degree, in his hands. Consequently it was strongly recommended that selection of this man be made only after very careful investigation. The recommendations on this subject went so far as to outline his qualifications and to fix the range of salary limits.

FINANCES

Investigation and study not only showed the committee in charge of plans what had to be done, and how to proceed; but they gave them a yardstick with which to measure the cost of the work to be done. Consequently, when the committee was ready to make appeals for subscriptions it could tell how much it needed, and it could definitely state the final actual disposition that would be made of all money received. Its statements on estimated expenditure are given below, not only because they show fairly minute classifications, but because they might serve as possible guides to other industry which may be considering this subject of co-operative advertising.

Conservatism is highly essential in arranging a table of income for a co-operative campaign. In the foregoing table, for example, the sum of \$10,000 from the wholesale trade may seem small. It is and was purposely made so because the

Estimated Expenditure:

Dealer promotion material and local advertising helps.....	\$ 90,000.00
Shoe trade journal advertising.....	25,000.00
General magazine advertising.....	175,000.00
Metropolitan newspaper advertising.....	135,000.00
Preparatory materials (drawings, cuts, etc.).....	20,000.00
Prizes for retail store contests.....	10,000.00
All overhead expense (salaries, offices, etc.).....	<u>50,000.00</u>

Total annual expenditure.....

\$505,000.00

Estimated Income:

Men's shoe manufacturers (arrived at as explained later).....	\$244,598.35
Tanners' groups (Sole leather, calf and hip leather, side upper leather, kid leather, patent leather and fancy leathers).....	170,000.00
Findings groups (Blackings, welting, counters, box toes, etc.).....	15,000.00
Wholesalers and jobbers.....	10,000.00
Manufacturers of rubber footwear.....	10,000.00
Shoe machinery.....	75,000.00
Retail shoe merchants.....	<u>20,000.00</u>

Estimated total annual contribution.....

\$544,598.35

The Indianapolis city population figure shown on present A. B. C. reports has caused much confusion of fact regarding the size of this market.

The A.B.C. and Indianapolis publishers are now engaged in revising this figure. To insure accuracy every possible authority is being consulted.

The Times and some other paper cover this market. That much is already established beyond question.

Watch your next auditor's report, soon to be released for this new figure. You will have a better conception of the true value of this market.



The Indianapolis Times
A Scripps-Howard Newspaper

plans committee had obtained no definite indication of the amount it might receive from that part of the industry. Optimism has no place in a budget for a co-operative advertising campaign.

The fact that there was a definite basis upon which to make the assessment against shoe manufacturers, namely, one-eighth of 1 per cent of the 1925 production was indicated earlier in this article. In submitting its statement of estimated income and expenditure, care was taken to show exactly how the total assessment was arrived at. The analysis was given in the following manner:

Men's shoes manufactured in 1925 (Government statistics)	83,862,291 pairs
Wholesale value (Esti- mated at \$3.50 per pair)	\$293,518,018.50
If 66½ per cent of this total production is repre- sented in the national campaign	195,678,679.00
% of 1 per cent contribu- tion by shoe manufac- turers would produce..	224,598.35

SUBSCRIPTION FORMS

Sufficient money may be pledged by an industry to carry on a campaign, and yet that money may never be collected. A subscription blank too often is looked upon as a simple matter that can be arranged for with a printer at the last moment. A subscription blank should be a serious affair, and one looked after by a lawyer and not a printer. Subscription agreements for financing co-operative advertising should be legally airtight. In a co-operative campaign an industry will of necessity find itself obligated to make legal contracts in order to obtain the services of advertising mediums and of individuals, hence it should insist that those for whom it acts should be legally bound to carry out certain agreed upon financial obligations.

Another important reason: A legal agreement keeps the faint-hearted in line. The men's shoe committee, in its study of other co-operative endeavors, found that often after a campaign had been started some participants lost interest immediately if a conspicu-

ous improvement in sales in their industry was gained within a few months and withdrew their financial support. Others lost interest if improvement was not immediately shown.

The men's shoe industry for the foregoing logical reasons, namely, that it must itself assume legal obligations and because the faint-hearted must be kept in the campaign until the end, is using contracts that are considered legally airtight.

Two forms of subscription blanks are being used. One of these is for pledges from representatives of the men's shoe manufacturing industry, the other is for pledges from members of allied industries. These two forms represent a valuable contribution to the technique of organizing a co-operative advertising campaign. So that anyone may distinguish between them at first glance, one form is printed on white paper and the other on blue paper.

In executing a contract with a shoe manufacturer, a copy of the contract used for contributions from allied industries is always attached since it is referred to and made part of the shoe manufacturer's contract.

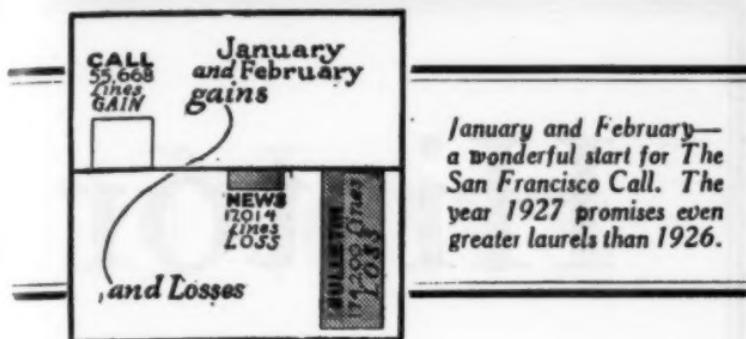
An important aspect of these contracts is that they are so worded that the power and authority of the present temporary committee can be legally transferred when the time comes to create the proposed permanent organization which will actually direct the campaign.

The Taylor Company Appoints Reimers & Osborn

The Taylor Company, Hammondsport, N. Y., has retained Reimers & Osborn, Inc., New York advertising agency, to handle its advertising account. Newspapers and magazines will be used immediately to advertise Taylor's blended grape juices.

Transferred by New York "Daily News"

David E. Sampson, for the last three years with the advertising department of the *New York Daily News*, has been transferred to the sales staff of its Chicago office.



*January and February—
a wonderful start for The
San Francisco Call. The
year 1927 promises even
greater laurels than 1926.*

A Flying Start Into 1927 for The San Francisco Call!

Many who purchased advertising space in San Francisco during 1926 learned the value of concentrated circulation and advertising leadership. They learned that "cost of results" is the final analysis of profitable advertising. Their decision is clearly reflected by their unquestionable preference for The Call — **San Francisco's only evening newspaper with a Total Advertising GAIN during the first two months of 1927.**

The Call's circulation—48% greater than its nearest evening competitor—is particularly valuable to advertisers. Ninety per cent is concentrated in the homes and shopping area of this rich San Francisco market.



CHARLES SOMMERS YOUNG, Publisher

Representatives

NEW YORK
Herbert W. Moloney
604 Times Bldg.

CHICAGO
John H. Lederer
901 Hearst Bldg.

LOS ANGELES
Karl J. Shull
Transportation Bldg.

CONCENTRATION IN THE CALL PAYS THE ADVERTISER

History

and
1927

The first four months of 1927 show the largest advertising volume and the largest advertising revenue in the history of The Ladies' Home Journal.

And the April issue is the largest in advertising lineage and in advertising revenue ever published.

THE LADIES H

y and News

THROUGHOUT forty years The Ladies' Home Journal has been supreme among all monthly women's publications from the viewpoints of—editorial content—circulation—advertising lineage—advertising revenue.

That is history.

* * * * *

This is news.

In 1926 The Ladies' Home Journal not only maintained, but increased, its supremacy among all women's publications.

The records of 1926 show The Ladies' Home Journal with:

- 1 The largest circulation of any women's publication, by more than 200,000 copies each month.*
- 2 The largest advertising lineage of any monthly women's publication, by more than 230,000 lines.
- 3 And with nearly double the advertising revenue of any national publication (except The Saturday Evening Post) carrying \$7,000,000 more of advertising revenue than any other women's publication.

*Based on Average Monthly Circulation Last Six Months 1926

S HOME JOURNAL

TRUE TALK

[by the general manager of
a prominent Mid-Western
department store —]

EVERY manufacturer who visualizes the retailer as his depot of distribution, who sees in the retail selling force an instrument that will serve his purpose in proportion to the information he furnishes, and who will give all the selling

arguments he can furnish, and other information and assistance that will be of value, will find an ever-increasing market for his product. He will also find that he is building good will that will more than repay him for all his effort."

WE agree! From that point on, then, your job is to choose for your message the vehicle with greatest retailer influence, the vehicle whose influence begins with the store executive and extends to the salesperson. And this means, beyond all doubt and argument,—

The **Economist Group**
DRY GOODS ECONOMIST
DRY GOODS REPORTER DRYGOODSMAN

"Tell and Sell the Merchant—and He'll Tell and Sell the Millions."

This Utility Advertises for Sales, Not Good-Will

The Dallas Gas Company Sells Gas and Service in Its Advertising—
Good-Will Is Only a By-Product

THE big majority of advertisers among public and semi-public utilities evidently take the view that the most valuable work advertising can do for them is to create good-will. Advertising offers them, they have long been told, virtually the only means of telling large numbers of people their story as they want it told.

In the last ten years or so the widespread acceptance of that postulate has produced a great volume of advertising. That this advertising has had not only a part but a leading part in restoring street car, electric light, gas, telephone and power companies to better favor is susceptible of the most positive proof.

At the same time some utilities have begun to wonder if this good-will advertising is not becoming trite to readers and thereby losing some of its zest and selling force. They have seen institutional campaigns, the early chapters of which were as thrilling as a page one newspaper story, slough off into dullness and wordy mediocrity. Fires that promised to spread warmth and feeling have become mere smudges.

It was this view of public utility advertising that led the Dallas Gas Company several years ago to change its policy. This Texas company decided that its advertising must in the future carry a sharp selling edge and that good-will, desirable as it was, must accumulate naturally and more or less automatically as a by-product of the company's operating policies and its advertising. Since that time Dallas Gas advertising has offered an ingenious refutation of the argument that the only thing a public utility can advertise for is good-will.

"My business is to advertise gas, but to advertising salesmen and to numerous fellow utility workers this sounds amateurish

and downright dangerous," says Lois Upshaw, advertising manager of the company. "They warn me that our gas does not need advertising. What the Dallas Gas Company must buy and buy quickly, I learn, is good-will. All this surprises me and grieves me a little. In the first place we do not need

We Debate With Dr. Anderson on Eggs



Better Men's Books
Series No. 2

WE WERE in the middle of an egg-cooking argument with Dr. William Anderson when he called away to foreign parts. He had offered us his own favorite method for hard-boiled eggs, specifying a liberal use of Dallas gas beneath a man's size pan, leaving the tortured egg to bounce in the boiling water until he happened to stroll back through the kitchen and cut off the heat.

Now, this may do for a picnic basket, but we tried to open the eyes of the distinguished young clergyman to the possibilities of that perfect breakfast article, the six-minute egg. (It cooks with the gas turned off, so you can see how unselfish we are in promoting this delicacy!)

Simply place the egg in a good lot of boiling water, put on a tight lid, turn off the gas and watch the kitchen clock. In six minutes you have an egg firmly jellied all the way through, but not hard. We are hocking this six-minute product against any foreign egg-specialty that Dr. Anderson may pick up abroad.

[... Dallas Open Forum ...]
Tickets on sale now for these brilliant entertainments

THE DALLAS GAS COMPANY

ONE OF THE "MEN'S RECIPE" SERIES
APPEARING IN DALLAS NEWSPAPERS

good-will any more than every business does. We are not under any cloud that I know of. We have made mistakes, no doubt, and we do things better now than we used to do them, but we are not out buying forgiveness for present or future use. We have gas and service to sell. Selling them is enough to use up our advertising appropriation.

"I hope every advertisement

over our name wins friendship for us, but I never wrote a word of strictly good-will copy in my life. In our advertising I try to interest Dallas people first of all by talking to them in a simple, conversational tone. It may be a gas leak warning or some other very homely detail, but we always have a warm personal interest in it. Since the people here have been brought up to use their natural gas for every purpose, I realize it is easier for us to run this confidential, lighted-hearted copy than it would be in some companies. We do not have to pound away day after day to train people to try our gas. We do not sell appliances, so there is no merchandise copy, except as general news, and no bargain sales."

Just how, then, does this company pack selling flavor into its newspaper advertising? Running through a series of current Dallas Gas advertisements four major sales arguments stand out, prominent and convincing because color and atmosphere have been mixed with reason to make them start the consumer thinking. One of these is the cleanliness of gas as a fuel. Dallas is proud of its freedom from soot and smoke. Another is convenience and economy. A third selling point is the quality of Dallas Gas—"rich, ready-made gas for warming buildings, for manufacturing, for power and all heat processes," the copy calls it.

A series called Dallas Men's Recipes now running in newspapers illustrates the fourth major selling point which concerns itself with gas as cooking fuel. Here the gas company reveals how various Dallas men prepare certain dishes for which they are locally famous—Smilo Mallison's sauce for barbecued chicken, Mike Thomas' formula for the spaghetti he serves visiting celebrities, and

so on. Reading these advertisements Dallas men are led into giving a thought to the important part gas is cast for in the preparation of each of the dishes described. Women, too, are reached by this men's series. So through the device of a series of men's recipes both Mr. and Mrs. Dallas are given cause to think of Dallas Gas as an excellent cooking fuel and to connect it in their minds with fine food.

The seasoned advertising crafts-

If Cars Could Carry Ready-Made Gas



Only five per cent of the energy in gasoline is used in pushing the car along the road. The rest is lost because the car has to manufacture its own vapor gas for power. Imagine the pleasure it would mean if Dallas automobiles could carry a supply of this city's

natural gas ready-made from the middle of the earth.

Everything else in town, however, can have this rich, ready-made gas -- for warming buildings, for manufacturing, for power and all heat processes. With any other fuel, you would simply be running a costly gas plant of your own.

* *Newspaper Statement quoting Thomas A. Boyd, director of fuel research of the General Motors Laboratories.*

THE DALLAS GAS COMPANY

A TYPICAL PIECE OF COPY WHICH HAS AS ITS OBJECT THE SELLING OF GAS

man knows full well that the man he has his eye focused on, the customer, almost never buys merchandise but the result of having merchandise. Thus it is that the Dallas Gas Company repeatedly makes the city sit back and congratulate itself on escaping from the dirt and smoke that other fuels produce. Once L. O. Griffith, a Dallas artist, made an etching of the city, showing a plume of smoke rising from a tall stack. "We reminded him," the gas company promptly commented in an advertisement, "that this smoke-stack, which happens to be one of the tallest on this hemisphere, never handles smoke, since the plant burns the city's natural gas.

"Mr. Griffith confessed that he did it on purpose, never dreaming anybody would notice it! It seems he needed some height to balance in perspective with the Magnolia Building, and the heat

ADVERTISING AND MERCHANDISING

BISSELL & LAND • INC.

339 Boulevard of the Allies

PITTSBURGH • PENNA.

waves dancing out of the top gave him the idea. So we forgave him for using artistic license, and bought the etching.

"This panorama of downtown Dallas represents thousands of smokeless chimneys—with hotels, office buildings, stores, flour mills, refineries, hosiery mills, and paint, pickle and hat factories going full tilt in midwinter without one fleck of soot. They protect your famous blue skyline, which Mr. Griffith admits is one of the nicest things about this town."

Other advertisements deal with the cleanliness, economy, quality of gas and with events of special news interest in the same unstilted way. When a young Dallas clergyman recently offered his favorite method of preparing hard-boiled eggs the gas company suggested a better way, the good-natured copy carrying the headline, "We Debate With Dr. Anderson On Eggs."

The public or quasi-public utility still needs all the good-will it can attract to it. It is worth remembering, however, that the need is nowhere as acute as it was a few years ago, while the need for increasing sales will always be urgent, so long as sales affect rate structures. The Dallas Gas Company, after several years of advertising for sales, is of the opinion that purely good-will advertising is largely superfluous today. In its place must come advertising that sells the product or service of a utility and produces good-will and friendliness as by-products.

Faultless Nightwear Elects Harry Hardie President

Harry Hardie has been elected president of the Faultless Nightwear Corporation, Baltimore, succeeding George M. Harsh, now chairman of the board of governors. Frank O'Neill, formerly with the Phillips-Jones Corporation, New York, has been made sales manager of the Faultless company.

Name Changed to Myers and Golden, Inc.

The name of Myers-Beeson-Golden, Inc., New York advertising agency, has been changed to Myers and Golden, Inc. There will be no change in ownership or personnel.

Dry Goods Jobbers May Act on Mr. Guinzburg's Idea

THE NATIONAL WHOLESALE DRY GOODS ASSOCIATION
PHILADELPHIA

Editor of PRINTERS' INK:

I have read with considerable interest the article in your issue of March 17, by Ralph K. Guinzburg, vice-president of the I. B. Kleinert Rubber Company; entitled: "How Jobbers Can Overcome Adverse Propaganda."

It will no doubt interest you to know that our association is about to appoint a special committee to consider the possibility of an advertising campaign in the interest of wholesalers of dry goods and notions.

In view of that fact I would like very much to secure from you about 150 reprints of this article for distribution among our members.

THE NATIONAL WHOLESALE DRY GOODS ASSOCIATION
GEORGE A. FERNLEY,
Secretary-Treasurer.

New Accounts for Campbell-Ewald Agency

The Health-O Quality Products Company, Cincinnati, selling groceries and toilet specialties direct to the consumer through agents, has appointed the Campbell-Ewald Company, Detroit advertising agency, to direct its advertising account.

The Blue Bird Diamond Syndicate, Chicago, manufacturer of diamond rings for the retail jewelry trade, has appointed the Chicago office of the Campbell-Ewald Company to direct its advertising account.

Forms Franklin Advertising Agency at Minneapolis

The Minneapolis office of the Advertising Corporation, Waterloo, Iowa, advertising agency, has been taken over by Morris Kammann, former manager, who has formed the Franklin Advertising Agency. Hollis R. Hawkey, recently with the Herr Advertising Agency of that city, has been appointed account executive.

Kraft Cheese Reports Profit

The Kraft Cheese Company of Illinois, and subsidiaries, report a net profit of \$1,104,757 after charges and Federal taxes, for the nine months ended December 31, 1926. The previous report covered the year ended March 31, 1926, and showed a net profit of \$1,500,433. The fiscal year has been changed to end December 31 instead of March 31.

R. G. Stebbins Joins "Improvement Bulletin"

Robert G. Stebbins, formerly advertising manager of the Stockland Road Machinery Company, Minneapolis, has joined the advertising department of the *Improvement Bulletin*, also of Minneapolis.

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Leadership in Classified Indicates Definite Reader Response

of the Youngstown Vindicator

IT is a significant fact that THE VINDICATOR continues to lead year after year, in volume of Classified advertising carried. The emphasis placed upon features of a distinct Home interest has developed a pronounced responsiveness that is well known to local users and to leading national advertisers.



Daily and Sunday, THE VINDICATOR reaches the greatest number of Youngstown homes. The only Sunday paper in the Mahoning Valley, now includes a new Rotogravure Section, offering maximum attention value. Our Merchandising Department will gladly give you full co-operation.

The Youngstown Vindicator
Daily and Sunday
Youngstown, Ohio.



LA COSTE & MAXWELL, Representatives
Marquette Bldg., Chicago, Ill. 45 West 34th St., New York City

294%
GAIN

The New **McCLURE'S**

The Magazine of Romance

R. E. BERLIN, Business Manager

119 West 40th St., New York

Chicago Office, 360 N. Michigan Ave.

In February, McCLURE'S circulation gained 29.4%. A strong editorial content plus effective sales promotion makes circulation strides with every issue.

Every month McCLURE'S advertising reaches between twenty and twenty-five million newspaper readers in the principal trading centers of the country—your most profitable marketing areas.

With such rapid circulation growth in the logical trading centers, many well-known advertisers find that it pays to—

include McCLURE'S



The Fish Industry Finally Starts Advertising

The United States Fisheries Association Undertakes the Task of Educating People on Food Value, Variety and Ways to Cook Fish and Sea Food

By E. H. Cooley

Manager, U. S. Fisheries Association

THE fishing industry, the oldest food producing business in the world, has decided to acquaint the public with the details of fish and sea food; the various ways to prepare it, and the vast number of food fish in American waters.

age per capita consumption of fishing products in the United States is fifteen pounds. Cities and towns along the seaboard show the highest per capita consumption of fishing products while those inland show the lowest. This low



EFFECTIVE WINDOW STRIPS SIMILAR TO THIS ONE ARE BEING FURNISHED DEALERS

The business of producing fish and sea food for home consumption evidently started about the same time that the fruit business began—when Eve picked the apple for Adam. Preparing fruits in the most tasteful way to tickle the palate hasn't been a very difficult job for the average housewife, but preparing fish and sea food has been a different matter. While practically every European and Asiatic country in the world serves fish and sea food in some form at every meal, America has never been so favorably inclined toward the use of fish and sea food. Yet, the waters that surround America and the inland rivers and lakes supply a greater variety of fish and sea food than any other section of the world.

The United States ranks as one of the most important commercial fish producing nations of the world with an annual production in excess of 1,500,000,000 pounds of edible fish products. The aver-

consumption inland is due, of course, to shipping difficulties. Today, however, modern methods of glazing and freezing fish, plus refrigeration and fast express trains have given the inland towns practically the same facilities for obtaining the products of the sea as the large coast cities.

With these facts in mind, the United States Fisheries Association, New York, has started a national advertising campaign to acquaint the public with the food value, variety, and ways to cook fish and sea food.

This association has over 2,000 members from every branch of the fish and sea food industry. The members are producers of fresh, canned, smoked, salt and shell fish, wholesalers, retailers, cold storage owners, and individual fishermen. The main idea of the publicity campaign is not so much to put over the idea of "eat more fish" but to acquaint the housewife with the large variety of delicious fish

and sea food which the fishermen must throw back into the sea because of lack of popular demand.

At the present time, a great percentage of each catch is lost because the housewife will not buy fish unknown to her. Many of the fish dumped back are more delicious and tasteful than those put on the market. The association also is going to educate the public on the food value of fish and sea food, as these food products contain about the same amount of body-building material as the flesh of land animals and are especially rich in elements essential to health.

Another problem the association has to change is the custom of buying fish only on Friday. It will urge consumers to serve fish every day in the week, the same as any other food. The Friday custom of buying has slowed up the whole fish and sea food industry probably more than any other one thing.

The advertising campaign of the United States Fisheries Association will also attempt to teach the housewife many different ways to cook aquatic products. The average American housewife knows of possibly six or eight different varieties of fish. She knows only one or two different ways to cook each of these varieties. As a matter of fact, there are more than 250 different kinds of food fishes as well as a large variety of shell fish and other aquatic products including seaweeds and the flesh of marine mammals, that are available to American housewives. Each one of these can be prepared and cooked many different ways. It is possible to have a different water product on the menu nearly every day in the year.

The association has published a recipe book on fish and sea food which not only gives correct and authoritative recipes for each variety, but also contains a chart listing the many different varieties and the best ways to cook them. In preparing the recipe book, the writer had the aid of culinary experts, dieticians, and food and cooking departments of nationally known universities and institutes.

The book contains ninety-six pages, and has a heavy, stiff binding to withstand daily hard wear. It contains over 200 individual recipes but these are so arranged that they show over 2,000 different ways to prepare and serve fish and sea food.

The book will sell for ten cents. It will be distributed through national advertising in leading wo-

THE FISHERIES ASSOCIATION IS DISTRIBUTING THESE LITHOGRAPHED DISPLAYS FOR USE INSIDE THE STORE

men's publications, newspapers, and also through retail fish stores, grocery stores, or any retailer selling fish and sea food in any form. The complete schedule for this advertising has not yet been laid out. Fish wholesalers and jobbers have bought several hundred thousand copies of the book from the association and will send them to retailers to distribute to consumers.

The association will also furnish restaurants and hotels with menu cards, stickers, and lithographed displays telling of the health value of fish and sea food. Retailers will receive lithographed window strips and displays to use inside

Open Season for New Accounts

Starts April 15

Here's Some Brand-New Ammunition to Help the Agency Fill Its Bag

Agency work is slackening up. Seasoned campaigners are oiling up their guns for the annual new-business round-up. We're Johnny-on-the-spot with some sure-fire ammunition—an 80-page special report on "Agency Selling Methods."

Every Summer sees a hot fight for the next year's billing. Time was when agency selling could be done mostly on the golf course. That time's gone. The agency that wins today is the one that knows how to sell intangible "agency service" in graphic 1-2-3 form, and to organize its sales work the way it helps clients organize *their* sales. This report shows how to do it in a way that *convinces*.

It exists because one agency was so keen about our Dope Sheets 21-29-30 that it hired us to write a complete recommendation on sales portfolio, exhibits, organization and tactics. The fee we quoted turned out to cover about 2% of the time we actually spent doing this report as well as we knew how. The agency hasn't got done thanking us. It's cashing in already.

Lynn Ellis built a big agency billing in a coal-and-iron market. To do it, he had to devise many new selling methods that spread pretty much throughout the great McCann agency because they proved out. In the last 18 months he has studied the tested

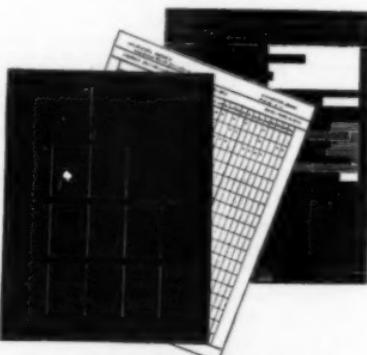
methods of numerous other agencies.

He has the dope. It's in this report. For the price of a very ordinary wild goose chase you can get a tested selling plan. Not a Midas touch—you'll still have to *work*—but a guide that will make your work *count* for something.

20% Discount to Dope Book Subscribers

We drew lots to see whether our Dope Book subscribers should have 12½, 15 or 20% discount on this report. Fate was good to them—they get 20% off. They've been getting good values out of us and this report won't disappoint a single one of them.

*Read the Synopsis
on the other page*



*Some of the Charts
from this Report*

Read Every Word—You Can't Afford to Miss this Information about “AGENCY SELLING METHODS”

This report is in 13 sections, but the jinx will be on competitors, not you.

I. Creative Exhibits—The one best, flexible way to show the proof of your creative ability and build a permanent exhibit library for convenient use in sales, training or service work. Chart and specifications cover a mounting method fully tested by five years' use.

II. Marketing Successes—How to develop and dress up stories of successes in which the agency has played a part, and how to use them in personal presentation or follow-up.

III. Client List—Methods of classifying clients served, products advertised, etc., and of building, quickly and economically, graphic charts that make your story doubly interesting.

IV. Ability and Experience—This section shows how to compile and chart the composite experience of the agency and keep the chart up to date.

V. Survey and Plan Exhibits—How to dress plan, survey and other reports for show—good standard practice for every day.

VI. Physical Organization—Types of agency organization. What the organization chart should show. Various approaches to the subject and hints on charting them from the *prospect's* angle.

VII. Methods and Policies—How to make the standard practice book a reality, keep it current and use it as a telling exhibit of good organization.

VIII. General Information—Discusses the broader type of information on advertising history and economics which should be kept handy and gives a bibliography of choice material.

IX. Compensation and Contract—What the agency should have ready to show its contract policy, charging and billing practice, costs, etc. Suggests means of charting to make things clear.

X. AgencyScope—How to answer quickly and easily the question, "Now what does your agency do?" Methods of charting, use of standard check-lists, etc., and advantages of such over hazy talk.

XI. Recognition—Making a real selling point out of "recognition." Also, some logical suggestions on handling "bouquets."

XII. Selling Organization—Ways of organizing the sales plan, equipment and personnel to make the most effective use of time and exhibits. A big, important section.

XIII. Selling Strategy—Making the agency's market survey. Zoning its territory. Picking prospects and classifying them four ways. Building advertising and personal selling campaigns adapted to each class. Delegating classes X, Y and Z to the boss, sales manager and service men, respectively. Leading up to and staging the presentation. Sound practice, not theory.

Dope Sheets, Charts, etc.—We include a bunch of useful Dope Sheets, charts, etc., not counted among the 80 type-written pages (single-space) but worth almost as much. 60,000 extra words!

The Bargain Price Holds Good for 30 Days

During April, and April only, the price of this great 40,000-word report is only \$100, in consideration of which copies will be released only as unpublished manuscript. Get one now, get busy on your exhibits and take our word for it—you'll make *this* selling season worth while.

LYNN ELLIS, Inc.

*Counsel in Advertising Relations,
Organization and Management*

Room 346—Desk A-27

One Madison Avenue - - - - New York

the store. Lithographed stickers explaining the food value of fish and sea food will be furnished to retailers to put on packages going to the consumer.

Retailers will be furnished with newspaper advertisements, the copy of which will point out to the consumers the many varieties of fish and sea food, the many delicious ways to prepare it and how it can be used to break the monotony of routine meals. This copy will be different from the usual stereotyped newspaper copy which retail fish dealers use at the present time.

Peoples Drug Sales Increase

The Peoples Drug Stores, Inc., Washington, D. C., operating twelve chain stores, reports sales for the year ended December 31, 1926, of \$6,342,692 compared with sales of \$5,208,979 in 1925. The net profits for 1926 after charges and taxes were \$431,769, against net profits of \$421,262 in 1925.

L. E. Nash Leaves Nekoosa-Edwards Paper Company

Lawrence E. Nash has resigned as vice-president and sales manager of the Nekoosa-Edwards Paper Company, Nekoosa, Wis. His brother, W. E. Nash, who has been with the company for many years, has succeeded him.

Toy Account for Bennett-Williams Agency

The Bennett-Williams Company, Inc., High Point, N. C., advertising, has been appointed to direct the advertising account of the Southern Toy Company, Hickory, N. C. Radio magazines will be used.

Will Represent "Current History" in New England

T. F. Magrane, publishers' representative, has been appointed New England representative of *Current History Magazine*, New York.

C. R. Simmons Joins Detroit Agency

Clark R. Simmons, formerly in the advertising department of the J. L. Hudson Company, Detroit, Mich., has joined the staff of the Allman Advertising Agency, of that city.

Appointed by F. E. M. Cole

F. E. M. Cole, Inc., publishers' representative, Chicago, has appointed L. F. Biedermann to work in the Chicago territory, specializing on *The Outlook*. He was recently in the local display department of the Chicago Tribune.

Why Not Space Advertising Plus Service Work?

M. C. D. BORDEN & SONS, INC.
NEW YORK

Editor of PRINTERS' INK:

I was very much interested in the article in your issue of March 17, by Ralph K. Guinzburg, entitled: "How Jobbers Can Overcome Adverse Propaganda."

We mark with regret the passing of many of the old established wholesale firms, but we believe that changing conditions and failure on the part of these firms to conform to them and accept them, has occasioned these dissolutions. The modern wholesaler must realize that his proper place in the sales chain is that of intelligent and selective buying and economic, speedy distribution.

M. C. D. Borden & Sons, Inc., have every confidence in the modern jobber and believe that he is rapidly adjusting himself to the new sales conditions and that it will not be long before he is firmly re-established in the esteem of the retail trade.

In so far as the extensive advertising campaign which Mr. Guinzburg suggests as the antidote for the situation, we do not feel that this can or will do as much good toward regaining the confidence of the retailer as the establishment of a policy of intelligent salesmanship and co-operation on the part of the individual wholesaler.

It seems to me that the problem at hand, i. e., that of establishing the jobber firmly in the retail mind as the logical distributor of merchandise for his district, has been handled in a manner worthy of imitation by a large Northwestern wholesaler. This wholesaler has established an advertising department that not only takes care of the advertising requirements of their accounts, but which also has gained the confidence and active interest of those served.

Although this particular advertising department has, through advertising, built up a two million dollar annual mail-order business, this phase is but one of its important functions. The organization looks upon the advertising department as vital to the success of its business. The advertising department makes every effort to find out just what they can do to help the retailer sell the goods.

It seems to me that this particular wholesaler is doing far more to establish himself with the retail trade than any amount of space advertising could do.

M. C. D. BORDEN & SONS, INC.
H. WOODRUFF BISSELL,
Advertising Manager.

National Cash Register Reports Good Year

The National Cash Register Company, Dayton, Ohio, and its wholly owned subsidiary companies, report for the year ended December 31, 1926, a net profit of \$6,760,639 after depreciation, charges and Federal taxes. Earnings were the second largest in the company's history.

“What Kind of Readers?”

Most people with money to spend for advertising now ask this question, along with “What’s your circulation?” It’s a question the Monitor is always glad to answer.

The
Christian Science
Monitor

AN INTERNATIONAL DAILY NEWSPAPER

“A Quality Medium for Quality Products”

IDLE MONEY-

How shall it be put to work?

LARGE surpluses have been earned by expanding business and the prospects are that the year 1927 will produce further surplus funds.

Q. How shall they be invested?

Q. It is to be expected that large amounts will be invested in producing new lines and in methods of increasing consumption of established lines. In any event the most profitable employment of available funds will be in the intensification of sales and advertising effort for products, new and old.

Q. It has been said that there is essentially no such thing as over-production. There are periods in which the stock of goods is greater than can be sold, because of high price, faulty distribution, or the inability or unwillingness of the consumer to buy. Broadly, however, we have a chronic under-consumption. For there always are millions of families who have not yet been accustomed to the purchase and use of many of the most ordinary commodities, and besides these, millions more who have not quite reached the point of using the newer conveniences and luxuries.

Q. Manufacturers who are sound advertisers contribute powerfully to the completion of the circle of prosperity,

because they are applying their resources not only to increasing production but also to increasing consumption.

¶ Surplus money has permitted industry to experiment with and to perfect new products and it is one of the romances of modern business that the new product of today often becomes the staple commodity of tomorrow.

¶ Manufacturers with idle money at their command will in the next twelve months find themselves increasingly occupied with investing it in these two directions:

1st: In bringing their products more forcefully to the public attention.

2nd: In manufacturing new things that the public will want.

¶ When money invested in advertising is put to work in *The Digest* it carries a message with incredible speed to 1,400,000 families. Eight days after an advertisement reaches *The Digest* in New York it can be read by the subscribers in San Francisco—and everywhere else.

¶ These subscribers are active buyers, appreciative of good merchandise, responsive to advertising. More than any other group of families in America they determine, to a large extent, what the rest of the nation eat, wear, and do.

The Literary Digest

ADVERTISING OFFICES:

BOSTON
Park Square Bldg.

NEW YORK
354-360 Fourth Ave.

CLEVELAND
Union Trust Bldg.

DETROIT
General Motors Bldg.

CHICAGO
Peoples Gas Bldg.

Let the Audience Do the Talking at Meetings

Round-Table Discussions and Conferences Are Taking the Place of the Story-Telling, "Whiz-Bang" Speaker

By R. R. Rau

Secretary, National Retail Furniture Association

WHEN I read that very interesting article by Walter F. Wyman in the February PRINTERS' INK MONTHLY, entitled "Whom Can We Get for a Speaker?" I immediately thought of the rather revolutionary remark made by a friend of mine who has studied most expertly the present trend of business conferences, conventions and meetings of similar nature.

"The time is coming — and it won't be long—when the audience will occupy the platform and the speakers the orchestra seats," he said. "Almost every business man belongs to from one to fifteen clubs and organizations, each holding a luncheon meeting, a dinner meeting or some sort of evening gathering — weekly, bi-weekly or monthly.

"A couple of these meetings will be purely round-table discussions. There's a certain amount of important business to be transacted. When that is over, there's a halt. But in the other instances, effort to get a greater attendance is put forth and that effort usually takes the form of engaging a speaker. Who shall it be?

"There isn't time to discuss this point more than casually when the program is being arranged, so the first minister, lawyer, advertising man or real estate promoter who happens to come to mind, avowedly a forceful talker, is booked.

"But instead of having a greater number present, the audience is attacked by the law of diminishing returns. Why not put the speaker in the position of the audience for a change?"

My friend was serious. He realizes right well that busy business men won't stand forever being handed a bunch of rah-rah platitudes-intertwined with some corking good jokes principally about the

generosity of the Scotch and the business ignorance of the Jew. How many PRINTERS' INK readers attend advertising club luncheons, luncheon club meetings, and other organization gatherings one time after another and take away, besides a full stomach, primarily a few new jokes to spring on the gangs at their offices—and nothing else?

This doesn't happen only in Timbucto, Gopher Prairie and Oskaloosa, either. Since reading Mr. Wyman's article I took the trouble to ask several outstanding men what noonday luncheon clubs and business organizations they belonged to, and what kinds of programs were usually arranged.

In the city of Chicago one group quite regularly hired one, two or more members of the cast of a popular musical show to render a few selections, following which "some speaker" addressed members present on "some subject or other."

A SIMILAR PLAN

Another group, I learned, quite regularly hired a few members of the cast of a popular musical show to render a few selections, following which "some speaker" addressed members present on "some subject or other." The only outstanding difference from the first group's program was that "we had Babson once" and "last year Mr. Brookmire talked to us."

In Grand Rapids, Mich., a little checking up revealed that the program committee of one organization usually picked up the "best speaking material they thought available." It was difficult, at best, to get someone interesting because the local and nearby talent of consequence was exhausted and to bring in a man of prominence from distant points usually cost too much.

Two other organizations in this city followed practically the same plan of meeting arrangements.

In Dayton, Ohio, Pittsburgh and Harrisburgh, Pa., Richmond, Va., Charleston, S. C., and several other places I found relatively the same situation.

Mr. Wyman in his article stated that "a monograph could be written on the training of the audience—where the audience cannot be selected, but in any organization it is the audience which should determine the speaker—and certainly will determine his success or failure."

We all agree with Mr. Wyman, but as the above situations show, only a very few outstanding organizations in the country, having in their membership men who are well aware of what Mr. Wyman indicates, and finances at their disposal to pay high fees for speakers, can ever hope to do the unusual. There are many groups, like the Boston Export Round Table, whose membership and influence are such that outstanding speakers and men of prominence (I differentiate between the two) will welcome the opportunity to appear, paid or unpaid. The ideas they present are surely worth while. They don't fall on barren soil, either. This type of organization, however, is the exception, and not the rule.

Now it is common knowledge that there are a great many good talkers available in all parts of the country, most of them at a price. One can't blame them—it costs money to travel, and someone must foot the bill. All too many of these, however, like the Senator Mr. Wyman referred to, dwell on facts and make points that are old stories to everyone in the room except the speaker.

Some of us call these lecturers "whiz-bangs". We need them, occasionally, but they appear all too often, probably because they're easiest to get.

The average business man belongs to so many organizations and attends so many meetings that he isn't thrilled by the average available speaker handling the average run of subjects any more.

In addition to this, the adult mind, occupied with business problems more or less repeated every day, can't absorb a torrent of new ideas, either, in a limited period of time. It gets indigestion. Brand new thoughts, thrown at Mr. Man quickly, produce such a turmoil in the mental cauldron that the only result is brain fag.

It seems unnecessary to refer to the fundamental principles of selling, but I certainly believe that these principles remain unused, on the shelf most of the time, become dust-covered and yellow with age. Many good organizations, once set up for study of mutual problems, are steered on the rocks by those who, in oral and printed selling in their own businesses, apply ingeniously and expertly these same principles, too.

How many speakers talk through the eye? How many just talk? How many use the demonstration? How many use oral examples? How many illustrate merely with "that reminds me of the story of the traveling man," etc.?

THREE TYPES OF EDUCATIONAL PROCEDURE

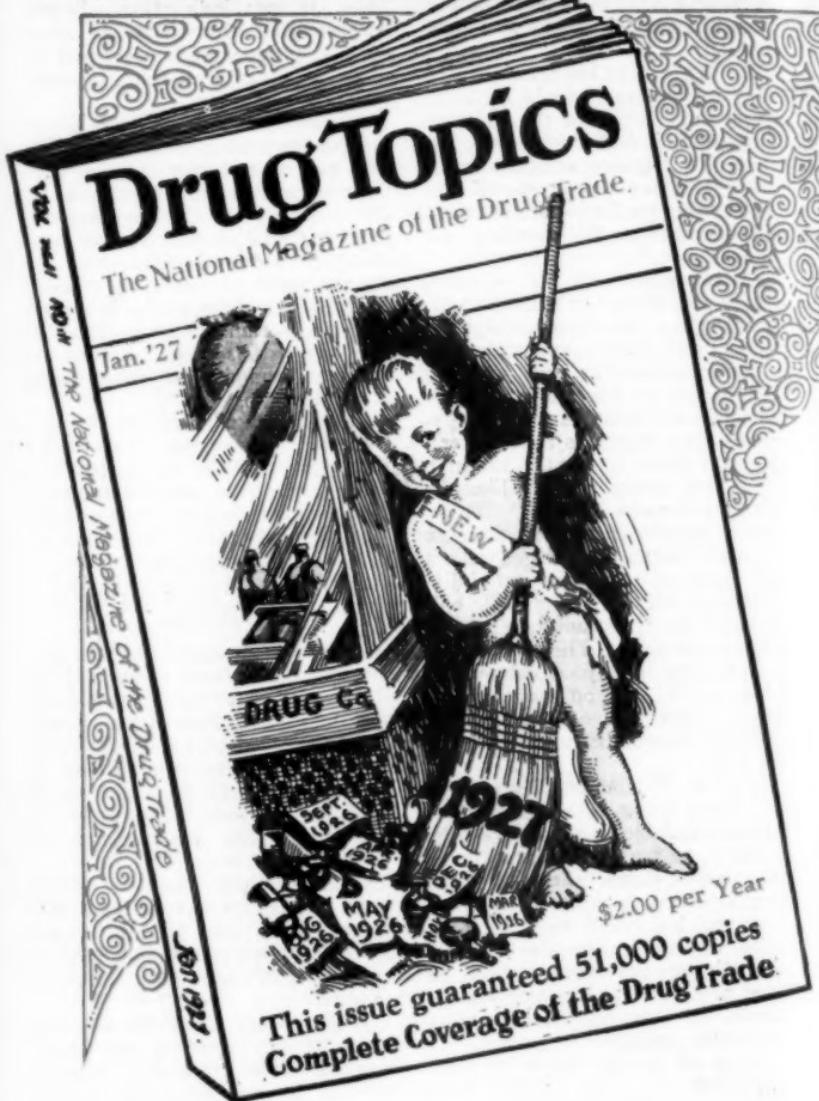
Earl W. Barnhart, Chief, Commercial Educational Service, Federal Board for Vocational Education, sets forth three types of educational procedure for adults. This applies, of course, equally well to all types of individuals and to all kinds of audiences. They are: (1) Informing. (2) Instructing. (3) Conferring.

"Each of these," says Mr. Barnhart, "calls for an entirely different kind of procedure and places an entirely different kind of responsibility upon the person in charge."

Experiments have shown that only 25 per cent of the items learned under favorable circumstances, by the informing method, can be recalled by the end of the second day. Thirty days later much of the remainder will be practically forgotten. Another disadvantage is the absence of any necessary connection between the information gained and the subsequent activities of the learner.

The instructing procedure is

LEADERSHIP



* We will furnish the name of this advertiser, on request—above published with his permission.

again demonstrated

A SINGLE advertisement in January DRUG TOPICS pulled 856 inquiries from drug stores up to February 1st. In this period The Saturday Evening Post brought 24 drug store inquiries and Liberty 18—on the same product.

*The drug stores that sent in coupons from DRUG TOPICS were rated as follows:—

15 Coupons from stores rated over	\$50,000
36 Coupons from stores rated from	25,000 to \$50,000
246 Coupons from stores rated from	10,000 to 25,000
190 Coupons from stores rated from	5,000 to 10,000
270 Coupons from stores rated under	5,000
99 Coupons from stores not rated.	

This return on advertising in DRUG TOPICS is not unusual—but we think it worth mentioning as it proves several important points.

1st DRUG TOPICS, with its complete coverage of the trade, is read in all types and sizes of drug stores.

2nd The advertising pages of DRUG TOPICS produce results and get close attention in all types and sizes of drug stores.

3rd DRUG TOPICS has long been known to outpull any other drug trade paper but here it demonstrates rather forcibly not only its own ability and leadership in the drug trade but also the apparent fallacy of the idea that general publications can effectively perform the double function of consumer media and trade papers.

TOPICS PUBLISHING CO., Inc.

Publishers of Drug Topics, Wholesale Druggist, Display Topics,
Drug Trade News

291 Broadway

Atlanta

Boston

Chicago

Cleveland

St. Louis

San Francisco

New York City

used in factory training schools, store employee training, etc.

Conferring is the educational procedure in which several persons, in the same business pool their ideas. The essential feature of the conference is the mutual interchange of experiences and opinions between those who have had personal experience with the activities involved in the problems considered.

The conference requires no one to give information or instruction, but it does need a leader for guiding and directing the discussion and consequent thinking. This is the type of procedure that will be used as the basis for most programs in the future.

ARE ALL CONVENTIONS BUNK?

Somebody knows, we presume, how many conventions are held in the United States each year. Regardless of the number, I venture the assertion that 75 per cent of those who attend these countless gatherings go away socially happy but more convinced than ever that "all conventions are the bunk."

The problems of "whom can we get for speakers" is not rightly solved. At the same time the sessions that usually are most remembered and that produce constructive, down-to-earth ideas for those who attend, are the "departmentals," where small groups with common problems get together and talk them over. Much depends upon the chairmen of these departmentals, who must guide and direct the discussion and common thinking.

The outstanding session of the Direct Mail Advertising Association convention at St. Louis a few years back, in my opinion, was a departmental on retail direct-mail advertising. There was so much enlightening shop talk from the floor that Chairman Homer J. Buckley had a painful task in calling a halt.

Every person, I believe, has had several similar experiences. The meetings you remember for a long while are those that are handled on the conference plan.

At Grand Rapids, Mich., twice yearly there is held a National

Retail Furniture Institute. Formal speeches and round-table discussions are about on an equal basis on the program. After five of such institutes, we know it is more practical to have more discussions, or conferences, and less formal talks. And the fewer speakers selected from without the furniture industry, the more successful seem the sessions.

A certain stove manufacturer conducts regional institutes for his dealers. Several of these dealers tell me that the "shop talk fests" in which the dealers themselves swap experiences are far more helpful than the talks by the manufacturer's representatives.

The regular type of conventions has seemed to consist of set speeches by those who make it a business to make them. Speakers are selected both from within and without the field. Each is given from thirty minutes to an hour.

Fortunately for both the associations and their members this type of program is passing.

More and more, however, the average delegate or member, bored by the "same old stuff," is attracted to the convention primarily by the entertainment and social features.

Progressive groups now are planning programs of ten, fifteen, and twenty-minute discussions of the conference type, with either the president of the association or some member particularly good at getting the audience to do most of the talking, as chairman.

To my way of thinking, the most sought-after types of men for sales institutes, advertising club meetings and conventions of trade groups will not be the outstanding speakers as we know them today. Ideas and thoughts and prophecies of the country's shrewdest men are broadcast in dozens of ways to members of every kind of organization. These ideas, etc., will be studied in advance by those who are interested. Preliminary thinking will be done before the conference-type of meeting opens.

The session will deal then with discussions of how, where and why such ideas will affect those interests represented. The most sought-after men will be those who

LESLIE-JUDGE COMPANY

Announces

the election of a new

BOARD OF DIRECTORS

MR. NORMAN ANTHONY
Editor of Judge

MR. VERNAL W. BATES
Director of the First National Bank
of New Haven

MR. FRED L. ROGAN
President and General Manager
of the Company

The Company will not hereafter have any
interest in the publication of any periodical
except

Judge

Contracts for advertising space through

E. R. CROWE & COMPANY
25 Vanderbilt Ave., New York
225 No. Michigan Ave., Chicago

LESLIE-JUDGE COMPANY
627 West 43rd Street, New York, N. Y.

Mar. 31, 1927



Advertise to this Aristocracy of Industry—

THE 1,800,000 railroad employees of America earn and spend annually over 3 billions of dollars—a most prosperous group of men and women whose positions are secure, whose salaries are high and whose credit is always good.

Railroad employees are desirable customers—they buy what they want. They and their families wear good clothes, drive good cars, and live in comfortable well furnished homes — most of them their own—and are accustomed to the best of everything.

The KELLOGG
of Railroad Employe Publications



the Railroad Employes of America

You can reach 653,119 of these prosperous people through the Kellogg Group — a market worth to merchants and manufacturers \$90,000,000 a month — upwards of a billion a year!

And you cannot reach them so economically any other way.

**\$1960 a page
653,119 circulation**

Put The Kellogg Group on your list now, advertise your goods to those who can buy. Rate card on application.

GROUP ~ ~ ~

418 South Market St., Chicago

are highly capable of sitting as chairmen, wisely guiding the deliberations from the floor, capable, at the same time, of passing along some worth-while reflections as the discussions proceed.

Examine the programs of a number of very successful conventions held in the last year. You'll note that they were built around a central thought, had a specific keynote and were not a hodge-podge of formal speeches on every possible kind of problem confronting that particular group.

This brings us back to the prophecy of my friend propounded early in the article. The audience will do the talking, in fact is doing the speech-making in a great many meetings.

Men of a studious trend, as those who attend meetings usually are (the non-studious, unprogressive, uninterested stay away anyway) in my opinion prefer to hear ideas expressed from those who are up against the same set of problems as they. They have experienced a certain degree of success. They know that a good many others present have thousands of dollars' worth of information at their fingertips. In this day and age they realize, too, that a good deal of this information can be uncovered provided the opportunity is offered. Wise is the program that arranges for the opportunity.

There will always be a heavy demand for speakers, with the right messages. But you'll find fewer listed on programs as time passes. You'll find fewer big meetings and more of the ten-present, twenty-present kind, where members feel free to express their own views and exchange ideas far more valuable than those that come from the so-called "whiz-bangs."

Atlantic Refining Has Larger Gross Income

The Atlantic Refining Company, Philadelphia, and subsidiaries, Atlantic gasoline, for the year ended December 31, 1926, report a gross income of \$161,015,952, as compared with \$137,849,719 for 1925, and \$124,283,374 for 1924. Net income for 1926 after charges and Federal taxes was \$7,021,334, against \$7,167,149 for 1925, and \$4,698,374 for 1924.

Outsiders Show Steel Industry the Advertising Way

Unlike other manufacturers in great industries who have extensively advertised a raw product, the steel industry has been noticeably lax in stressing the advantages of steel, according to Charles F. Abbott, executive director of the American Institute of Steel Construction. In an address before the annual convention of the American Reinforcing Steel Institute at White Sulphur Springs, W. Va., he pointed out that manufacturers outside of the steel industry who use steel in making their products, are not so negligent in stressing the advantages of steel. He is of the belief that there are at least fifty national advertisers today who are featuring steel in their copy.

While Mr. Abbott was preparing his address, he referred to some magazine advertising and found that the very first advertisement he saw was that of a bolt and nut manufacturer. It was headed "A Miracle of Steel," and the manufacturer based his whole selling appeal on steel.

In concluding his speech, Mr. Abbott said, "If those outside of our industry find it to their advantage to capitalize the qualities of steel, how much more should it be to our advantage to emphasize all the qualities of our own product?"

Kohler Manufacturing Company Extends Advertising

The Kohler Manufacturing Company, Baltimore, plans to extend its advertising activities by the use of newspaper rotogravure advertising in fifteen cities. Magazine sections of Sunday newspapers will also be used. This account is directed by the Wales Advertising Company, New York.

Topics Publishing Company Augments Staff

Wallace Blood, at one time with the Ray Battery Company, Ypsilanti, Mich., as director of sales and advertising, has been appointed managing editor of the Topics Publishing Company, New York.

A. M. Franklin has joined the sales staff of the Topics Publishing Company.

New Account for Philadelphia Agency

The A. R. Justice Company, manufacturer of U-Kan-Plate, has placed its advertising account with the Robert H. Dippy Advertising Agency, Philadelphia. Magazine and direct-mail advertising will be used.

Made Advertising Manager of Richmond "News-Leader"

Thomas J. Kivilighan, formerly chief advertising solicitor of the Richmond, Va., *News-Leader*, has been appointed advertising manager.

The cost of an "Intelligent Creative Service" to any advertising agency

Rough layouts after ideas furnished by the agency—
\$2.50 to \$10 each.

Ideas and rough layouts developed in our own offices
—\$15 to \$50 an hour.

Conference time and rough layouts only, made in the
agency's own office—\$100 to \$300 per day and traveling
expenses dependent upon the type of man supplied.

Semi-comprehensive layouts—\$5 to \$75 each.

Comprehensive layouts—\$15 to \$150 each.

Finished layouts (which include the imprinting of typog-
raphy) from \$25 up, plus cost of typography to which
is added 15% service fee.

Art work purchased on basis of your figure to us if we
are permitted to select the artist. Art purchased from
nationally known artist from client's own selection, at
cost plus service fee of 15% and expenses—delivery
dependent upon producer selected by the client.

THIS service offers an intelligent co-operation in all the physical phases of advertising, namely: The development of ideas by rough, semi-comprehensive, comprehensive and finished layouts—an intimate knowledge of the sources of supply and the practical purchase, direction and production of advertising illustrations, typography and reproduction. Truly—an intelligent, creative service.

We deal with agencies only, or through the agency, its client.
We write no copy. *Write for price list and sample layouts.*

FLOING-PLUMER, INC.

250 PARK AVENUE, NEW YORK

GENERAL MOTORS BUILDING
DETROIT



58 EAST WASHINGTON STREET
CHICAGO

Mar. 31, 1927



THE · P U B L I C A T I O N S · O



Corn Belt

E · LIVE · STOCK · INDUSTRY

**In 1926**

The seven leading monthly farm papers carried a total of 2,012,100 agate lines of advertising—

The five leading weekly farm papers carried a total of 3,058,592 agate lines of advertising—

The Corn Belt Farm Dailies carried a total of 3,506,698 agate lines of advertising.

The complete agricultural campaign provides for effective coverage of the live stock field. There is no substitute for The Corn Belt Farm Dailies.

Daily Drovers Journal, Chicago

Daily Journal-Stockman, Omaha

Daily Drovers Telegram, Kansas City

Daily Live Stock Reporter, St. Louis

General Advertising Office:

THE CORN BELT FARM DAILIES

836 Exchange Ave., Chicago W. E. HUTCHINSON, Adv. Mgr.

Eastern Office: Paul W. and Guy F. Minnick

35 W. 42nd St., New York



Farm Dailies

REG. U. S. PAT. OFF.

If We Must Have Conversational Copy

Why Not Make the Actors Talk as Though They Are Human Beings?

By Don Gridley

Alzira—No wonder you detect my troubled soul:
It bursts unveil'd from my disclosing eyes,
And glows on every feature's honest air.
Such is the plainness of an Indian heart,
That it despairs to sculk behind the tongue.

("Tragedy of Alzira." Aaron Hill. 1736.)

Mrs. Bogart—Well—but of course the Bible says, in it the Bible, at least I know I have heard it in church and everybody admits it, it's proper for the little bride to take her husband's vessel of faith, so we all hope we shall see you at the Baptist Church and—As I was saying, of course I agree with Reverend Zitterel in thinking that the great trouble with this nation today is lack of spiritual faith—so few going to church, and people automobiling on Sunday and heaven knows what all. But still I do think that one trouble is this terrible waste of money, people feeling that they've got to have bathtubs and telephones in their houses—I heard you were selling your old furniture cheap.

("Main Street." Sinclair Lewis. 1920.)

PERHAPS I'm captious. Perhaps I expect too much. But it does seem to me that these actors in current advertising copy should speak more like Mrs. Bogart and less like Alzira.

Some years ago, when standards of advertising, like standards of literature, were less exacting, the reader of advertisements was not unaccustomed to find queer conversations carried on by naïve advertising characters. Mrs. Smith of Advertisia was quite likely to tell Mrs. Jones, her neighbor, that for thirty years she had been using Willkins Soap because it had no grit, scoured without scratching and was made in a large factory founded in 1837 and run ever since that time by descendants of the founders of the business. This talk had none of the glamor of life and was not expected to have. It meant that the copy writer, in looking around for a different way of saying the

same things he'd been saying for a long time, had decided to let Mrs. Smith say them. Mrs. Smith, therefore, talked in the idiom of the copy writer and not in the idiom of the thousands of Mrs. Smiths who help to make up our population.

It was Shaw, I think, who said (at any rate he ought to have said it) that the reason why he wrote plays rather than novels was because plays were much easier to write. Perhaps this is the reason why copy writers so often turn to the monologue-dialogue style of copy. They feel, somehow, that conversation is easier to write and rings a bit truer than just ordinary, straight copy. At that they may be right—but I'm not so sure.

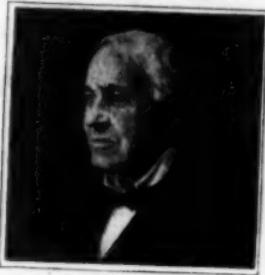
Dialogue imposes on the writer the obligation to write conversation as conversation is spoken. He must be a realist. He cannot write as Cabell did, for instance, in *The Cream of the Jest*:

"Assuredly, it was you of whom blind Homer dreamed, comforting endless nights with visions of your beauty, as you sat in a bright fragrant vaulted chamber weaving at a mighty loom, and embroidering on tapestry the battles men were waging about Troy because of your beauty; and very certainly it was to you that Hermes came over fields of violets and parsley, where you sang magic rhymes, sheltered by an island cavern, in which cedar and citron-wood were burning—and, calling you Calypso, bade you release Odysseus from the spell of your beauty."

That is the romancer speaking through the mouth of a character of romance. The copy writer must be a realist speaking through the mouth of Mrs. Smith, my neighbor and your neighbor.

SCIENTIFIC AMERICAN

JULY 1927

Thirty-five Cents a Copy

THOMAS ALVA EDISON

SUPER-GUNS FOR OUR ARMY
BY J. BERNARD WALKER

SEEING THE EARTH TURN
SUNBURN IN THE DARK

New size

New Style—New Rate

As the next step in its forward march, Scientific American will go to the 9x12 size with the July issue (type size $7\frac{1}{2} \times 10\frac{1}{2}$). The new page rate will be \$400...With its substantial circulation gains of the past six months (March issue over 95,000)—with the many new steps planned in its continued program of progress—Scientific American offers greater value than ever before to every advertiser who has a story to tell executives of large buying power.

SCIENTIFIC AMERICAN BUILDING
24-26 West 40th Street • • New York City



OF all the new and better ways of serving advertisers that have been developed in the past ten years, the zone service of the Wm. H. Rankin Company is one of the most important.

After ten years of planning and perfecting, the idea has been crystallized into action. And now we offer it to both old and new advertisers, confident that it will be received with the heartiest approval.

Ten years ago we began giving service to our customers on the basis of actually working with their District Sales Managers in each of the four zones. It was adopted. It was tested. It succeeded. Four years later we added the Toronto Zone to cover Canada. In 1924 Philadelphia was added as a completed unit in our chain of service.

* * *

These organizations cover the United States and Canada with their direct service. In addition, through affiliations now perfected, their service is extended to England, France, Holland, Germany, Australia, New Zealand and South America.

The Wm. H. Rankin Company, as is well known, operates complete advertising agency units in New York, Chicago and Philadelphia; and with branch offices in San Francisco, Los Angeles, Portland, Ore., Seattle, Wash.,

and Toronto, Canada, its record of service and the ability of its personnel is definitely established.

* * *

This group of outstanding advertising specialists presents a combination that must appeal strongly to every advertiser. Through it, the problem of creating and placing an advertising campaign in effect in any section of all this territory, or a campaign that shall be either national or world-wide in its scope, is simplified to the last degree.

The high efficiency of this company is attained by constant contact and communication, by direct personal contact and team work that it has taken years to buildup.

During the past 27 years we have helped to pioneer many of the new phases of advertising—notably trade research and merchandising, zone advertising, national rotogravure advertising, radio broadcasting, color work in magazines, high grade trade paper campaigns, public relation service, and telephotography.

* * *

During the past six months we were awarded four new advertising accounts in competition with other agencies.

No. 1—A national account, because of our copy and the originality

of the merchandising ideas of our New York men.

No. 2—A western account, because of our thorough knowledge of the New York market and Eastern zone.

No. 3—An eastern account, because the new Sales Manager had contacted with us in his former position and knew our ability to write selling copy, and because of our Research and Merchandising departments located in Chicago.

No. 4—A New York account, thoroughly satisfied that many agents could serve him well in New York, gave us the preference because of the Research and Merchandising record of our men located in Chicago.

Because of these zone service stations, each completely equipped to conduct local as well as national campaigns, our customers have at their command in each business zone a group of experienced people who know the territory. They are working on their home grounds. There is no guess-work, no long distance experimenting. For once an advertiser can realize his ideal of a localized national advertising and merchandising campaign.

May we give you our complete story by mail or in person.

* * *

Our plan of zone advertising service adds intensive emphasis to the advertising efforts of our customers. It gives them the applied local knowledge and experience of men who have spent years building up their ability in their own sections of the world.

The result is that our customers eliminate the costly pioneering efforts heretofore necessary when opening a new territory of sales.

Art work and copy may thus be localized—be given the atmosphere which appeals convincingly to the people it is destined to reach. It speaks their language, it knows their tastes, it thinks their thoughts.

All of these zone offices work together as a unit and twice a year we have general conventions where we

plan and develop the proper team work which is so necessary to the success of zone advertising service. The services of each organization in its own territory are at the command of all the others. They co-operate, and they do it gladly, because through these years of testing and trying they have proven to each other that individual efficiency is multiplied manifold in this way.

Knowing that this triply-organized (Eastern, Central and Western) service plus Canadian and foreign advertising service will have a strong appeal to every advertiser who is farsighted and progressive, we are glad to go into fuller details whenever and wherever desired.

* * *

The majority of our business is obtained by the recommendations of the clients we now serve—we employ no salesmen.

We are prepared to offer unusual service to an automobile or truck manufacturer, food product, paint and varnish account, clothing, collar, or cosmetic account, either from our Chicago or New York Headquarters.

A letter to the office nearest you will bring a prompt reply either by mail or by a personal representative.

WM. H. RANKIN COMPANY Advertising

Established 1899

342 Madison Avenue Tribune Tower
New York City Chicago, Ill.
Murray Hill 9300 Superior 6600

North American Bldg., Philadelphia

San Francisco - Seattle - Los Angeles
Portland, Oregon - Toronto, Canada

Charter Member of the American Association of Advertising Agents

Member National Outdoor Advertising Bureau

No matter how he may love the beauty of words he must confine his romanticism to forms of copy other than the conversational.

The writer of copy must also cease to look upon conversational copy as an easy method of getting life and fire into his writing. It isn't easy. The staccato of modern conversation is one of the most difficult things for a writer to catch and the ordinary flow of household talk which the copy writer endeavors to get into his copy is by no means easy to attain.

THE DANGER IN CONVERSATIONAL COPY

The writing of conversational copy is dangerous because it is so easy for the reader of an advertisement to say, "Nobody talks that way," and once this is said the effect of the advertisement has gone by the board. The only excuse for using conversation is that it will add a needed versimilitude, thus giving the copy a human, testimonial flavor without actually quoting from testimonials, and at the same time will add something to the verve of the telling of the sales story.

A great many advertisers are using conversational copy—not always successfully. Enough of them are successful, however, to furnish a parcel of examples of conversational copy as it can be written. Not all of the examples are perfect—just as few plays are entirely successful in catching the true spirit of conversation. However, the examples quoted do have enough of the ring of truth to add the desired interest to copy without making the reader turn away with the feeling of having been cheated by a page from the Rollo Books when, after all, he was expecting a moment with Noel Coward.

The first example is taken from a Duco advertisement. The picture, in color, shows a boy painting a toy wagon. The headline says:

"He simply insisted, so I let him buy a can of Duco for his old wagon." The second para-

graph of this Duco copy adds:

"First I told him that he could have the rest of that Duco Mahogany that I used on that antique Windsor chair that Grandma gave us. But that wasn't the color Sonny wanted—he wanted Duco Rich Red. I didn't have the heart to refuse him."

That copy reveals some of the strengths and weaknesses of the conversational style. In the first place, the writer had the advantage of dealing with a product which has, in a short time, become a household term. It is quite natural for people to speak of Duco as they would speak of ham and eggs or linoleum. Therefore, there is nothing stilted about bringing in the trade name. Next, the writer has kept down to essentials and hasn't let too much selling talk creep into the mouth of the speaker.

One may doubt a little if the woman speaking of Duco would refer to Duco Rich Red. Probably she'd say, "That nice, rich color," or, "That vivid red." Maybe she wouldn't. Anyway, the writer has let her slip for a moment into trade argot but so quietly that the slip isn't noticed. Then—and here's the thing that makes the copy keep its ring of truth—he's pulled her right back again into the paths of ordinary conversation.

That example is one of the best because it's one of the simplest. Turn, for a moment, to a Duo-Art advertisement, which is by no means so simple but which is quite successful.

The advertisement occupied four full pages. The first page acted as a cover for the playlet and announced, "Luella Gets Her Duo-Art," to which was added: "Synopsis. A little story of today in which a world-famous performer—the Duo-Art—first entices Luella's Boy Friend away from her, then brings him back and finally makes everybody happy."

The next page brings the reader to the playlet. The cast of characters is announced as Mrs. Perkins, Luella Perkins, Salesman,

Mar. 31, 1927

PRINTERS' INK

161

We would like Mr. N. A. Schuele, Advertising Manager, The Sherwin-Williams Company, to read this page.

How About Covering This Part of the Earth, Mr. Schuele?

We've heard tell that it is hard to sell good paint to farmers. That may be true in general but we don't believe it's true of a great big slice of Comfort circulation.

You see 78% of Comfort Subscribers own their own farm homes—

and the average size of their farms is 198 acres.



TRADE MARK, SHERWIN-WILLIAMS CO

They are prosperous—they have real pride in their homes and buildings—and they can be made to see paint from two angles—protection and beauty.

Are they responsive to advertising? That's the point we would like to talk over with you, Mr. Schuele, or with Henri, Hurst & McDonald, or with anyone else interested in getting the whole story of the million farm homes reached by Comfort.

COMFORT—AUGUSTA, MAINE

THE KEY TO HAPPINESS AND SUCCESS IN OVER A MILLION FARM HOMES

JULIUS MATHEWS SPECIAL AGENCY
BOSTON • NEW YORK • CHICAGO • DETROIT

LAST FORMS CLOSE 28th OF SECOND MONTH PRECEDING DATE OF ISSUE

Mar. 31, 1927

DAVID
BELASCOCOL. HERBERT H.
LEHMANLOUIS
MARSHALLFELIX M.
WARBURGADOLPH
LEWISOHN

Jewish Tribune
THE AMERICAN JEWISH WEEKLY

Letters from Mr. Nadelson—Dr. Joseph De-Rosa
column on Judge Benjamin Cardozo. Who Should Judge
of "The Case Without a Name? The First State's New
Congressman: "What's Wrong with the Other
Side?" George Franklin: The Study of Sports,
James C. D. Frazee: The Art of Design
and a host of other interesting features.

CART SECTION

They Read It!

Our Subscription Lists Show Thousands More of Like *Ca*

The leading American Jews read THE JEWISH TRIBUNE. That is why it dominates in *class appeal*. Its readers are intelligent, well-to-do buyers who will respond to an intelligent appeal.

DR. NEHEMIAH MOSESSOHN
Founder and Editor
1903-1926

The Jewish
AND HERBIE

We challenge the comparison of the **QUALITY** of our circulation by the actual examination of subscription lists by any test with any publication in our field.

570 Sev
America's
Foremost
English Jew
Weekly

S. W.
STRAUSDR. STEPHEN
S. WISENATHAN
STRAUS

Some of the real publishers of THE JEWISH TRIBUNE. They not only indorse its policy; they are interested principally.

Mark Eisner
Alfred Fanti
Carl Laemmle
Joseph Lebiang
A. E. Lefcourt
Arthur Lehman
J. Herbert H. Lehman
Adolph Lewisohn
Sam A. Lewisohn
Louis Marshall
David N. Moessessohn
M. Moessessohn
Joseph M. Schenck
Nathan Straus
S. W. Straus
Benjamin Winter

Some of the consistent advertisers in THE JEWISH TRIBUNE:

B. Altman & Co.
American Tobacco Co.
Arnold Constable
Thos. Cook & Sons
James S. Coward
Crane Co.
Gorham Co.
Hupp Motor Car Corp.
Insurance Co. of North America
Lord & Taylor
P. Lorillard Co.
Jas. McCreery & Co.
I. Miller & Sons
Pierce-Arrow
Franklin Simon & Co.
Spalding & Bros.
Steinway & Sons
National City Bank

COL. MICHAEL
FRIEDSAMADOLPH S.
OCHS

ead T
why
s read
vers w
t appe
ur story.

gardless of its scope. As the foremost American Jewish Weekly, THE JEWISH TRIBUNE offers you the opportunity to tell its thousands of readers

HERMAN BERNSTEIN
DAVID N. MOESSOHN
Editors

Jewish Tribune

STANDARD

570 Seven
America's
Foremost
English Jew
Weekly
New York
Member,
Audit Bureau of
Circulations
Ch. L. Krellman,
Business Manager

Dominates the substantial American Jewish Home with
the largest circulation in America of any English publication of general Jewish interest.

Mrs. Gilbert, Mr. Gilbert and John Gilbert. The playlet, briefly, tells the story of how the Perkins family learns of the merits of the Duo-Art while on a visit to the home of the Gilberts. In Act II, they visit the salesrooms and buy a Duo-Art. Act III shows the happy ending when the Gilberts, visiting the Perkins' home, listen to the new Duo-Art while John and Luella show plainly that they are making suitable plans for a future together.

Let me quote a few lines from Act II where the Perkins family is being sold its Duo-Art:

Mrs. Perkins: My daughter dragged me here, but frankly, I'm not going to buy. I'd like to get rid of the piano we have now. It simply doesn't belong in my living room.

Salesman: Wouldn't a period piano solve the difficulty? I'd like to show you some.

Luella: Oh, Mom, look at this Flortine. Wouldn't it be perfect with those other Italian things!

Mrs. P. (thawing): Why, I never saw such a beautiful piano. It's lovely, just as a piece of furniture.

Salesman (seating himself and running his fingers over the keys): It sounds just as beautiful as it looks. Have you ever heard the famous "Weber" tone before?

Mrs. P.: Why, that is perfectly exquisite. It reminds me of a rich contralto voice—so deep and musical. (A pause). But we have a piano.

Salesman: The Company will make you a very generous allowance for your old instrument.

Mrs. P.: I'll admit I'm interested. Please tell me just what "Duo-Art" means and what it is.

Salesman: Duo-Art means "two arts"—your art and the art of others. Your art, because you can play the instrument yourself either by hand or with a music-roll that allows you to put in your own expression. Others' art because, with special rolls, you can listen to the actual playing of great pianists like Paderewski, Hofman and scores of others.

So the act continues, with Mrs. Perkins asking questions and the salesman giving his sales talk.

Notice how the writer has worked in the sales talk—in the mouth of a salesman where it naturally belongs. Mrs. Perkins is not asked to say things which would come unnaturally from her. She merely plays the foil to the salesman. Notice also that when Mrs. Perkins does talk, her conversation is the conversation one would expect from her. Notice

also that the advertisement has plenty of human interest because of the simple little story that is in the background. All in all this Duo-Art advertisement is an excellent example of the possibilities of conversational copy. Not many advertisers will want to write plays. Any advertiser, however, can build characters who talk like real people and not like stuffed mannikins.

With these facts in mind, examine some of the following excerpts, which I present without comment. You can be your own critic and when you have read them, thus lumped together, you will be in a position to understand the possibilities and the liabilities of conversational copy. Most of the copy, in fact, criticizes itself.

Aunt Ellen says:

"My Griswold Waffle Iron has such steady, heavy heat that even waffle-cookies and rich devil's-food waffles come out fluffy, puffed-up, tender!"

"Something else new, Aunt Ellen?" exclaim my eager nephews. And sure enough—I can't resist baking waffle-cookies, waffle-short-cakes on my Griswold Waffle Iron. In its steady, thick heat almost any batter or spoon-dropped dough gets light, fluffy. A rare delicacy. It's the Griswold cast iron does it. It's fast baking, heavy heat. Heat is thick as the iron is thick, and evenly hot clear through . . . all around the squares of air that let the batter puff-up high. The cakes get delightful pattern too—cooked in my Heart-Star or Regular-Square Griswold Waffle Iron."

Hey, Lanky! I got a trick dog that stan's on his hind legs an' a new talking parrot that says *anything*!"

"Aw, that's nothin'. I got a bran' new Radiola III and it'll make your dog and parrot look sick. Gee, it sounds wonderful—and distant stations—oh boy!"

"Say, Chub, you gotta come over tonight. Bring some of the fellas with you. The Radiola III's a beaut."

"ALL SET FOR GAS?"

"Forty miles straight across, stranger, and you'd better reckon up your gas-line carefully."

"It's all reckoned up, friend. The Telegage says 12 gallons, and you can be certain with the Telegage."

"THEY LAST TWICE AS LONG AS THE SMALLER BATTERIES OF EQUAL VOLTAGE"

"That's a pretty broad statement, Tom. Won't you have to make it conditional on the number of tubes in the set or the use of the new power tubes?"

"No, sir! Under the same operating conditions—whether you use four, five tubes or more, whether you use a power tube that uses up to 135 volts,

IN ADDITION TO GIANT ADS

our Photo-Offset Process speeds production, cuts the cost and increases the effectiveness of the following merchandising material:

Broadsides—with half-tones larger than you thought possible at such low prices, printed on paper that does not crack when folded.

Facsimile Letters—exact copies of letters or documents including letterhead and signature printed on bond paper.

Giant Letters—exactly like typewritten or hand written letters except in size, usually 17 x 22—mailed for two cents and may be illustrated.

Research Surveys—where 50 or more copies are wanted, our Repro-Print Process has become standard. Charts, maps, references, typewritten data all may be reduced or enlarged to uniform size and bound. Colors or black and white.

House Organs—Small edition House Organs, reproduced in typewritten form—cartoons and amateur photographs give them intimate personality.

SHORT RUNS—50 TO 50,000 ARE ECONOMICAL

NATIONAL PROCESS COMPANY

218 West 40th Street, New York City

These Difficult Want Your Product

Most National Advertising Is Good Advertising---It Leads Readers Up to the Point of Purchase---Then Often Seems to Say, "Now Try to Buy It ---Yes, Just Try!"

Your advertising has not fully functioned even when the consumer has *decided* to buy.

Good advertising goes one step further—it makes it *easy* to buy the product as to turn to the telephone and call for it by name.

By referring to the Telephone Directory (Classified Section), the potential customer should find the name of your Trade-Marked product, together with the names, addresses and telephone numbers of the dealers who handle it.

The "Where-to-Buy" section of the Telephone Directory is the final tie-up between magazine, newspaper and outdoor advertising on one side, and the local dealer and the consumer on the other—it is the tie-up that enables "selling copy to actually *produce sales*."



When the consumer is ready to buy, the Telephone Directory tells him WHERE to buy. This medium is always at the elbow of every person progressive enough

----- USE COUPON -----
FOR COMPLETE INFORMATION

General Directory Sales Department, Mountain States Telephone & Telegraph Company, Denver, Colorado:
Please send booklet giving detailed information regarding Trade Mark Treatment available in Telephone Directories of the Seven Mountain States. No obligation of course.

Firm name _____

Individual's name _____

Title _____

Street _____

City _____

State _____

Bldg. _____

P. I.

United States and—But Can't Find It

to use a telephone—those who can buy—and those who *do* buy.

Any trade name may be listed (and many hundreds do appear in current issues)—First, under the Trade Name of the product (cross-indexed); and Secondly, under the type of product, where the selling points may be presented and the Trade Mark reproduced, followed by dealers' names, with addresses and telephone numbers.

Important population centers in the Mountain States area have standardized Telephone Directories in which Trade Mark treatment is available. This circulation is greater than the combined circulation of any two national magazines in the same area. Ask for complete information on the coupon.



The map above indicates the principal population centers of the Mountain States area, wherein the Trade Mark treatment is available.

The Seven Mountain States comprise more than one-fifth the area of the United States.

The literacy and the purchasing power of the people in this rich territory are above the average for the nation. This region is important as a leading producer of beet sugar, gold, silver and copper, cattle, hogs, sheep and wool; and is the recreational center for millions.

GENERAL DIRECTORY SALES DEPARTMENT
**THE MOUNTAIN STATES TELEPHONE
AND TELEGRAPH COMPANY**
DENVER, COLORADO

the Eveready Heavy-Duty No. 770 or the even longer-lived Eveready Layerbilt No. 486 will last twice as long as the smaller sized 45-volt batteries."

"Well, they ought to, they cost more."

"Yes, about a third more—but lasting twice as long, they cost much less."

Mother: "I've been tempted at different times into trying all sorts of soaps. I bought chips, powders and other new-fangled cleaners that claim to do about everything but the ironing and mending. But I always come back to Fels-Naptha. Nothing else gives so much help, and is so easy on the clothes."

Daughter: "Yes, isn't it wonderful how Fels-Naptha helps! I didn't realize how much until I tried other soaps. Then I began to see the difference. It must be the naptha, or the way it's mixed. It is so easy with Fels-Naptha to get my clothes clean and sweet and white. And I just love the naptha odor—don't you?"

GEE, DAD—IT'S WONDERFUL

"It's the greatest Christmas present in the world! A wonderful bike with a wonderful coaster-brake—New Departure.

"Sure is just what I wanted. Now I can go everywhere the other fellows go—and never be left behind.

"Gee, that innocent looking coaster-brake down in the rear wheel does a great job. Always gives you perfect control—and safety."

THERE WERE ROOM-SIZE KIMLARK RUGS—PRICED AT \$22.50

"The salesman showed me dozens of lovely Kimlark Rugs so beautiful I wanted them all! The designs and colors were charming, and the prices—\$3 to \$30—unbelievably low."

Those are pretty fair samples of the conversational copy of today. You may not like any of them. If you don't, then conversational copy doesn't belong in your office.

No, conversational copy—good conversational copy—isn't the easiest type of copy to write. It requires the ability to know how people talk added to the ability to know how things are sold. Combine the two in the right proportion, stir them properly and you'll get conversational copy that sounds as though somebody had said it. Otherwise it will sound only as though somebody had written it—and that means failure.

Botsford-Constantine Appointment

Edwin Ross has been appointed manager of the Seattle production department of the Botsford-Constantine Company, Inc., advertising agency.

Use of the Prescription Sign in Advertising

LAWRENCE C. GUMBINNER ADVERTISING AGENCY
NEW YORK

Editor of PRINTERS' INK:

We would appreciate your advising us as to whether or not there are any restrictions on the use of the prescription sign.

It is our intention to use this in some newspaper advertising—connecting same with an underwear advertisement.

LAWRENCE C. GUMBINNER ADVERTISING AGENCY.

So far as we know there are no restrictions on using the prescription sign R—in advertising.

When the question was put to Dr. Morris Fishbein, editor of the *Journal of the American Medical Association*, the official organ of the American Medical Association, he replied that there is no restriction on the use of the prescription sign in advertising underwear except such as might be engendered by text.

In other words, so long as the advertising in which the prescription sign is used does not mislead or falsify, it is ethical. A prescription sign stands for something and when used it is naturally associated with physicians. Therefore, any advertising that would make use of the sign merely to attract attention, may defeat itself in the end.—[Ed. PRINTERS' INK.]

Sales of Duz Increase Almost Sevenfold in Four Years

During the last four years, \$1,833,123 was spent in advertising by The Duz Company, Inc., New York, manufacturer of Duz washing compound, according to its annual report. During this period sales have increased from \$240,495 in 1923 to a volume of \$1,674,007 in 1926.

Net profit for 1926, after all charges, amounted to \$24,263 as against a deficit in 1925 of \$283,652. A portion of past development expenditures has been transferred to good-will which is listed at \$700,000 in this report.

William C. Packard, formerly sales manager of the Criterion Studios, Inc., New York, has joined the New York City sales staff of the Art Gravure Corporation, New York.

\$284,445,000.00

SPENT IN THIS WEALTHY FIELD LAST YEAR

HOW MUCH OF IT DID YOU GET?

ENOUGH?

IF NOT

You do well to use space in

"—unquestionably

The Outstanding Religious Publication

in America."

—Manitowoc Church Furniture Co.

It is restricted, absolutely, to the men who spent
that \$284,445,000.00 and directs their spending.

Send a card and we will mail you

A Copy of the Latest Issue

A Sample Advertiser's Monthly Bulletin (Live Leads)

Rate Card and Distribution Sheet

*Setting a New Standard for a
Medium in the Church Field*

The EXPOSITOR

JOS. M. RAMSEY, *Managing Editor*

710 Caxton Bldg.

CLEVELAND, O.

The EXPOSITOR
156 Fifth Ave., New York City

The EXPOSITOR
37 S. Wabash Ave., Chicago, Ill.

Originality
makes a

"Always ^{The} Original"

ACHIEVES

A NEW HOME

IN

NEW YORK

(and)

In NEW YORK we are now at

55 West 42nd St.

BRYANT PARK BUILDING
Chickering 8560

"Always Original"

BEDFORD ADVERTISING

*Y
es a double
score!*

The
CREATIVE GENIUS
Walter Clare Martin

*New with the Bedford*

"If I have ever known a genius, it is Walter Clare Martin."

Prof. Frank Chambers, Mo. School of Law.

Some of his work "is so fine I think it must have been pulled right out of space."

Thomas A. Edison, Inventor.

"It is no exaggeration to say Walter Clare Martin is one of the greatest men we have produced."

Lamar Republican.

"What state but Kansas could produce both an Ed Howe and a Walter Clare Martin?"

Topeka Daily Capital.

"One of the few men I know who can make the English language sit up and take notice."

Frederick E. Shapiro, Mng. Ed., Philadelphia News.

"Seldom have I encountered language so beautiful or delivered with such genuine feeling."

Henry J. Allen, Former Governor of Kansas.

In BROOKLYN, as usual, at
1180 Fulton St.

AT BEDFORD AVENUE
Prospect 2603

ADVERTISING AGENCY, INC.

*Old friends
know they're welcome
New friends soon will!!*



One of the Largest and Most Complete Printing Plants in the United States

FOR MORE than a third of a century this firm has specialized in the production of publications and catalogues.

Our equipment has been developed, year after year, for the express purpose of *producing this kind of printing efficiently*. The people in the plant have learned how to handle this work so thoroughly that the production of publications and catalogues is second nature to them.

So, when you bring your work to the **PRINTING PRODUCTS CORPORATION** for production, you are assured of the expert service of specialists. The book we turn out for you will be an effective representative in your field. The merchandise you offer will have behind it every advantage of correct printing treatment.

And when you call us in to advise with you in connection with your work, you have the benefit of all our experience with hundreds upon hundreds of other similar publications and catalogues. Quite naturally, efficiency, and economy, and thorough satisfaction grow out of your contact with us.

Send us your specifications on your publication, catalogue or booklet and we will promptly submit our proposition to you

Printing Products Corporation

Formerly Rogers & Hall Company

PUBLICATION AND CATALOGUE
PRINTERS

ARTISTS, ENGRAVERS, ELECTROTYPEERS

POLK AND LA SALLE STREETS, CHICAGO, ILLINOIS

An Answer to: Why Should I Go After Export Markets?

Also, a Word about This Cry of: "Give Export Buyers What They Want"

By S. Horace Disston

Vice-President, Henry Disston & Sons, Inc.

TOO many men are trying to dress export selling in foolish "do's" and "don'ts" and have it do a lot of mysterious things that actually never are done.

It is necessary to know about this false covering and get beneath it. When general sales executives see export selling as it really is, there will be a more friendly feeling toward exporting.

As a first comment, I want to say that I consider export sales, primarily, not as they are so often called, a "stabilizer" or some other kind of an "izer" or "ism"—but merely and simply as *additional sales*.

It is true, of course, that when our business is done in a number of different countries, the number of things which affect the peaks and valleys of the sales curve are so increased that they do tend to hold the curve more closely to a straight line—to "stabilize it." For example, the sugar crops below and above the equator come at different seasons. This tends to keep the demand for tools used in harvesting this crop evenly distributed over the year.

I do not believe, however, that one of the first values of export sales is that of "stabilizer" or anything of the kind. I believe the primary value is that export sales are *additional sales*.

If we consider export sales as "stabilizers" rather than as additional sales we may come to treat our export customers as did the young lady who agreed to accept an invitation from a certain young man, provided no one else asked her. No export market should be entered unless there is ability and production to take care of it; un-

less we are after additional sales rather than "stabilizers."

Now, a word about this cry of: "Give export buyers what they want!"

There has been much talk of the unwillingness of American factories to give over-seas buyers "what they want."

American factories are built on the so-called mass production idea. Such factories are organized to produce a constant stream of standardized products; they are not organized to produce special items nor variations from standard items. Unless export orders specify standard products (or other items, which, in themselves, are satisfactory in volume) export sales may be undesirable.

There is another way to look at this problem. Within the United States there are requirements, in most industries, that closely approximate the requirements in any market you name. Please remember that I say requirements, not tastes or preferences.

If you have a full understanding of the requirements in the United States and manufacture your merchandise to meet those requirements, you probably are in position to meet the requirements of any market on the globe. It does not follow, in every case, that your merchandise will meet the tastes and preferences in those markets.

Faced with this, your problem of giving buyers "what they want" becomes a selling problem; a problem of convincing buyers that your product is better for their needs than the one they now prefer.

Please do not understand that I fail to see the necessity for giving over-seas buyers "what they want." I do. I most certainly do. But I can see, with equal clear-

From an address before the annual convention, last week, of the Export Managers Club of New York.

ness, the necessity of doing this at a profit.

Mr. Hoover is doing a great work in his campaign to eliminate waste. There are many different kinds of waste. There are wastes that come from failure to concentrate on standardized items. To reduce this waste in a manufacturing plant such as ours means to reduce the number of orders and the number of patterns or varieties required to do a certain volume of business.

Export selling is not responsible for the existence of these wastes any more than is domestic selling. On the other hand, the fact that it is very difficult to change the demand in export selling greatly complicates the task of reducing the number of orders or the number of patterns or styles. There is going to be ever-increasing pressure from the management for concentration and standardization.

The main job, in my opinion, is to find ways to give customers "what they want" in both export and domestic markets by increasing sales of standardized items.

The export and domestic selling departments of a business can work together with great profit to each.

Just a few weeks ago, we had an example of this. Our export manager was in Brazil. In Brazil grows one of the hardest woods and one of the most difficult woods to cut that I know anything about, quebracho. Our export manager learned from a lumber company in Brazil that this wood was being used by a mill in Brooklyn, something our domestic department did not know. In fact, with the consent of the domestic department he secured an order from them in order to develop our experience.

We are now working with the Brooklyn firm. If we are able to furnish them better equipment, our experience will put us in position to do a great deal more business in Brazil.

I could give many such examples.

Another thing of value that comes to a business through export selling is a broadened viewpoint.

There is a constant demand from an export department for different styles, or different prices, or different methods, to meet this or that condition in some far-off market.

This constant pressure, I admit, tires me at times. However, I am quite sure we could not get along as well without it. It is one of the big helps we obtain from exporting. It keeps our eyes open and our fingers and our minds working.

Successful export selling demands a broad outlook and broad experience. It requires infinite patience. It requires that peculiar ability in a man to hammer away day after day for results which are a year or more away.

The export outlook is leaven in an organization and it has its effect. The effect, beyond question, is helpful to every department of the business.

DOMESTIC PROBLEMS THAT ARE ALSO EXPORT PROBLEMS

The export department touches in some way every policy of the business.

For example, the problem of resale and price maintenance, an ever-present one in this country, is no less a problem in export selling.

Just recently, to correct a resale condition, our company found it necessary to make important changes in our selling arrangements in England. Our experience in this market, and in other overseas markets, aids us and guides us in formulating a resale policy for this country.

And so it is with the other policies of a business—finance, production, the question of a proper guarantee, the question of proper factory stocks—all are influenced directly by export selling.

The relation of export sales to the major policies of a business is that of a respected and important member of the family—one that needs the same loving care and guidance as any other member of the family, and certainly not one that is a little "queer" or peculiar, requiring different kinds of clothes, food or schooling. It

A majority of the clients we are serving are the leaders in their respective industries ~ ~

OLSON & ENZINGER, Inc.
Advertising
MILWAUKEE



should have its just and proper place in the family councils and be expected to contribute its share of all those things which keep the whole family prosperous and happy.

Why Pressing Press Agents Press on Undiscouraged

THE press agent of a certain California hotel asks us to inform readers of the *Journal* that Sir George Paish, the British financier, is a guest at what, in his disinterested way, he calls a "favorite haven for distinguished visitors from England." He mentions in an off-hand manner that the hotel is situated "in a large park of semi-tropical trees and flowers," and undoubtedly it is devotion to the comfort of his guest—there could be no other reason—which causes him to regret that Sir George has not been able "to enjoy the golf links and the delightful motor rides undisturbed" because of numerous dinner and luncheon engagements. If we have omitted to give the name of the hotel we trust Sir George will not hold it against us.

The incorrigible optimism of the press agent and the confiding trust of the man who pays his salary are bright spots in a commercial age. They decline to recognize the sordid, material factors of business. They value only what they can get for nothing. The press agent has a veritable passion for giving information to newspaper editors, and sternly he refuses to recognize the rights of the business office at all. If the editor declines to give away space which the advertising manager has for sale is the press agent discouraged? Never. He comes back again and again, for his pay envelope is dependent upon energy at his end whatever may happen at the other. Incredible quantities of good white paper are wasted in efforts to secure free publicity for public institutions, for private enterprises, inventions, books, stars of the film and the stage, to the fattening of post office receipts and waste paper baskets.

The daily avalanche of this stuff is so great that most newspaper editors in self-defence arrange that it shall be weeded out of their mail before it reaches them.

"Press agents" would be a misnomer but for the fact that they do seem to be able increasingly to press busy executives into paying for their worthless services.—Editorial from the Ottawa, Can., *Journal*.

Death of W. F. Powers

William F. Powers, founder and president of The W. F. Powers Company, Inc., New York, lithographer, died at New York on March 23. He was one of the organizing members and a former president of the National Association of Employing Lithographers, now known as the Lithographers National Association, Inc., New York. At the time of his death Mr. Powers was fifty-eight years old.

Standard Fixture Account to Porter-Eastman-Byrne

The Standard Sanitary Manufacturing Company, Pittsburgh, Standard plumbing fixtures, has appointed the Porter-Eastman-Byrne Company, Inc., Chicago advertising agency, to direct its advertising account.

Changes in Minneapolis Print- ing Concern

Frank L. Thresher has retired as president of the Tribune Job Printing Company, Minneapolis. The new officers are: President and treasurer, Alfred Roper; vice-president, C. H. McGill, and secretary, R. H. Ross.

R. & H. Simon Company Ap- points Bolland-McNary, Inc.

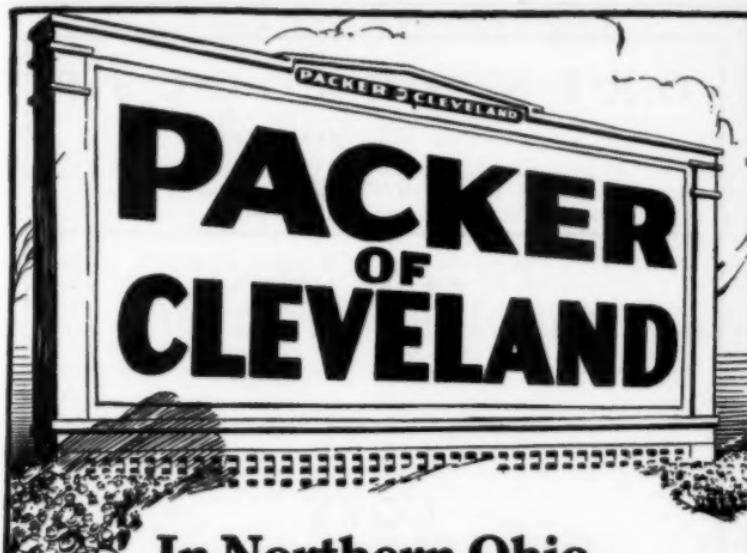
The R. & H. Simon Company, Regatta silks and ribbons, velvets, etc., has appointed Bolland-McNary, Inc., New York advertising agency, to direct its advertising account.

Appoints Truman G. Brooke

The Playground & Gymnasium Equipment Company, Minneapolis, has appointed the Truman G. Brooke Advertising Service, of that city, to direct its advertising account. Magazines and direct mail will be used.

Evaporated Milk Group Appoints Gardner Agency

The Evaporated Milk Association has appointed The Gardner Advertising Company, St. Louis, to direct its advertising account. Periodicals are being used.



**In Northern Ohio,
it's PACKER on outdoor
advertising**

DRIVE along the fine roads that make Northern Ohio a haven for motorists—Ride on the interurbans that interlace this prosperous market—

Look from the windows of Cleveland street cars, or those of Sandusky, Canton, Lorain—any of the other thriving northern Ohio cities—You'll be astounded at the way in which Packer displays dominate the strategic locations throughout this important territory.

There are 5,000 Packer posters and painted bulletins in Cleveland alone—over 15,000 in Northern Ohio, Northwestern Pennsylvania and Western New York.

Each is built on a location selected with utmost care—each is "spotted" for unusual visibility.

If you have something to sell Northern Ohio folks remember Packer will give you most in locations—most in service. Put your problem up to Packer. A wire, a phone call, a letter, will bring a Packer representative to your office.

THE HARRY H. PACKER COMPANY of CLEVELAND
Member of the Out-Door Advertising Association

H. H. Packer, President

Packer serves over 100 of the best known national brands

PACKER OF CLEVELAND

O R E N A R B O G U S T

30 North Michigan Avenue

Chicago

*ADVERTISING
COUNSEL AND COPY*

Specializing
in
COPY

THIS is the most important advertisement that we ever wrote. Its theme is copy, advertising copy, *our* advertising copy. It is meant to mean that to you. To us, it means that we are going fishing. Yes, fishing! . . . Sometime, one of you who is seeking good reputation, a stubborn preference and sales for the things you sell, will open our door to find that we can produce the kind of advertisements that *you know you want*. These would have a fine appearance. They'd be interesting, easy to read. They'd tell the things that buyers want to know about the things you have to sell. They'd *build* reputation, *priceless* reputation, and they'd hold it. . . . We are fishing; we want another exciting account; know that we'll get it when you *believe* in our ability to write interesting and profitable advertisements. . . . This is the most important advertisement, maybe, that you ever read.

"Message for Mr. Masson"

Anent His List of Fifty Questions for Advertising Men

By Maxwell Droke

WELL, well, well! Imagine our genial friend T. L. M., of all persons, in the pose of the Profound Propounder!

Writing in *PRINTERS' INK*, issue of March 17, Mr. Masson asks: "If you were hiring a young man as a copy writer, office assistant or salesman—what would you expect him to know?"

Whereupon Brother Masson sets forth half a hundred questions which, if answered correctly, should presumably entitle the applicant to a swivel chair, a flat-top desk, and a place on the payroll pages.

Speaking with perfect frankness, if I were upon the point of hiring a young man (or woman) in any of the capacities above enumerated, I'd place mighty little confidence in Mr. Masson's Fatuous Fifty.

This doesn't mean that I look upon the interrogations as silly or irrelevant, or impractical. On the whole, I regard these questions as eminently sensible. (A sensible question, I may explain, is one to which I know the answer.)

I imagine that most of us who have spent upward of ten years in advertising will experience little difficulty in answering, with a fair degree of accuracy, the questions Mr. Masson propounded.

Of course there are a few sticklers. Take question number eight, for example: "If you were appointed advertising manager of an automobile manufacturing company, what would be your first procedure?"

Speaking for myself, my first procedure, probably would be to size up the inhabitants of the glass-partitioned offices labeled "Private," and determine just how much I could get by with in the way of original ideas for layout, copy, etc. However, without glancing at page 159, I have a hunch that this isn't the right

answer, according to Mr. Masson.

Seriously, I don't see that we veterans deserve any particular credit because we can remember back to the days when Sunny Jim was a national character; or that the youngster should be cast into utter oblivion because he doesn't happen to know by name an assorted list of publishers and agency men. Even the fact that our applicant cannot, on the spur of the moment, decipher the alphabetical abbreviations of a half dozen of our trade associations, is not proof positive that he may not develop, in the fullness of time, into a pretty fair office assistant.

You and I know men who can rattle off stock answers to any number of questions similar to those in the Masson list. But, after all, doesn't this indicate merely a surface knowledge of the technique of advertising? Elbert Hubbard, asked if he were an advertising man, replied "No; but I know the lingo."

I cannot see where a perfect score on the Masson questionnaire would necessarily imply uncommon ability to sell advertising space, write compelling copy, or supervise mechanical production. As for me and my house, I think we shall continue to judge an applicant by the old familiar yardstick of what he has done in the past, and what he *wants* to do in the future; not forgetting, of course, personality, adaptability, and such homely virtues as honesty and dependability.

In this questionnaire business, the advantage is overwhelmingly with the propounder. He can dig into a limitless number of sources and bring forth the knotty questions. And always he reserves the right to look in the back of the book, when it comes time to grade the answers.

When the tables are turned, the

blythe questioner does not always make such a flattering show of knowledge. Each summer when the youngsters, fresh from advertising and journalism classes, invade my sanctum seeking counsel or employment, I must confess that they often ask questions which, to my chagrin, I cannot answer clearly and concisely.

It seems to me that there is, in business, a growing tendency to place undue importance upon mere memory. We solemnly prepare our trick questions and shoot them at trembling applicants, with the seriousness of a judge charging a jury. Evidently we expect our Ideal Employee to be a combination of the Encyclopedia Britannica and the man who recognized Mr. Addison Sims of Seattle.

But it has been my observation that the best question answerers—the chaps who can tell offhand the family name of the King of England, or the postage rate to New Guinea—seldom rise above the post of petty clerk. As I grow

older I appreciate more fully the counsel of a wise old professor who used to warn us against cluttering our minds with useless facts. "The educated person," he said, "seldom carries a bookshop in his brain. He knows the sources from which to secure information when it is needed."

All of which leads to Mr. Mason's ninth question: "Name the two leading journals for advertisers in respect to circulation and prestige."

I'm not greatly concerned about the other forty-nine questions. My pity is reserved for the man who falls down in his answer to number nine!

M. A. Bettman Returns to Guenther-Bradford Agency

M. A. Bettman, formerly associated with Guenther-Bradford & Company, Inc., Chicago advertising agency for more than seventeen years, has returned to that organization. He has been with the Charles H. Touzalin Agency, Inc., Chicago.

Kenneth C. Ring, formerly with the latter agency, also has joined Guenther-Bradford & Company.

\$235,000,000

invested in newspaper mediums last year by over 3500 national advertisers. The Bureau of Advertising of the A. N. P. A. has just made these figures public. In view of these facts what price story do doubtful publicity buyers need to settle in their minds as to what mediums to favor.

Highest ratio of buyers to readers

Boston Evening Transcript

National Advertising Representatives

CHAS. H. EDDY CO.

Boston New York Chicago

R. J. BIDWELL CO.

San Francisco Los Angeles

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THE ability of an advertising agency is demonstrated by the number of clients it has developed into successful national advertisers and by their sales progress.



The sales record of the seven national advertisers whom we have served for five years or more is shown by the accompanying chart. No one of the seven was a national advertiser prior to becoming a McLain-Simpers client.



MCLAIN-SIMPERS
ORGANIZATION
PHILADELPHIA · NEW YORK



FREE!

IT IS CALLED

"Sales Contests"

AND DESCRIBES A NEW
SALES STIMULANT
THAT CLIENTS ENTHUSE
OVER AS FOLLOWS:

RELIANCE STATE BANK, CHICAGO

"Using your Service in a Bond drive in November, we did 228% of our quota. Greatest contest we ever staged."

Signed, MURLIN HOOVER, Ass't Cashier.

CAMERON'S SURGICAL SPECIALTY CO.,
CHICAGO

"In past nine years we have used many contests. Yours got double results of any previous ones and at less than average cost. We shall repeat for April, May and June."

Signed, DON CAMMON, Sales Mgr.

F. & E. SYSTEM OF CHECK PROTECTION,
PITTSBURGH

"Your Service a knockout. January set new records under your plans. With fifteen years of experience and a knowledge of sales contests above the average, believe your plan the best by far I have ever heard of and it has proven 100% effective."

Signed, JOS. P. ARTHURS, Dist. Mgr.

CHICAGO NATIONAL LIFE INS. CO.
"Using your Service, we sold more insurance in December than any other Illinois Company in Illinois and created a new sales record for the month by 200%."Signed, W. D. HUNNELL,
Ass't Agency Mgr.

WRITE for a copy of "Sales Contests" today. It is yours for the asking, without obligation.

**United Premium Sales
& Service Co.**

307 N. Michigan Ave., Chicago

BRANCH OFFICES1440 Broadway, New York City
120 E. Loughborough Ave., St. Louis, Mo.**L. S. Chapin, Vice-President.
Johnson Educator Food**

Leonard S. Chapin has been elected a vice-president of the Johnson Educator Food Company, Cambridge, Mass. For the last fifteen years he has been in charge of the New York territory of that organization.

New Office for M. C. Mogensen & Company Open

M. C. Mogensen & Company, Inc., publishers' representative, has opened an office at Portland, Oreg. M. Ross Mackey, formerly in the advertising department of the Portland *Oregon Journal*, is manager.

New Accounts for Aubrey & Moore

The By-Products Coke Corporation, manufacturer of Chicago Solvay coke, and the Chicago Morris Plan Bank have placed their advertising accounts with Aubrey & Moore, Inc., Chicago advertising agency.

Insecticide Account to Robert H. Dippy

The Little Brown Jug, Inc., Reading, Pa., manufacturer of "Fly Hootch," a new insecticide, has appointed Robert H. Dippy, Philadelphia advertising agency, as advertising counselor.

Scullin Steel Company Elects E. S. Wortham

E. S. Wortham has been elected vice-president of the Scullin Steel Company, Chicago. For the last twelve years he has been sales agent for the company in the Chicago territory.

Wessen Oil and Snowdrift Report Profit

The report of the Wessen Oil and Snowdrift Company, Inc., New York, and subsidiaries, for the six months ended on February 28, shows a net profit of \$1,241,177, after charges and taxes.

Harvard Battery Account to Glaser & Marks

The advertising account of the American Storage Battery Company, Boston, maker of Harvard automobile and radio batteries, has been placed with Glaser & Marks, Inc., Boston advertising agency.

E. S. Hobbs Joins "Sports Afield"

Edward S. Hobbs has joined *Sports Afield*, Chicago, as business manager. He has been with the Barber-Greene Company, of that city.

WANTED an advertisement writer

whose claim to fame rests solely on his ability to create better than run of mill advertisements

A leading New York agency, working for some of the most important national advertisers, an agency long distinguished by a high degree of professional skill and business success, would like to add another exceptional writer to its staff.

The man or woman we engage should be a rebel against the advertising tone of voice, but thoroughly experienced in advertising agency copy production.

Our new writer will be ambitious to influence accounts by creating extraordinarily good advertising, rather than by being an "all-around advertising man."

If we signed this advertisement we would be swamped with letters and phone calls from folks who are not quite far enough along the road to interest us at this time.

And so we beg to remain, for the moment, a box number. But we hope that the real ones, for once will overlook the anonymity and write us confidentially.

Please tell everything, including salary and religion, but don't send samples.

"U" BOX No. 298, c/o PRINTERS' INK

P. S.—Our own folks know about this.



Amazing Speed Coupled With Economy of Pollard-Alling System Cuts Addressing Costs

ADRESSING is "time work." Its cost is inversely proportional to the speed with which it is turned out. The slower the addresser the higher the cost. The faster the addresser the lower the cost.

Realization of this fact has turned hundreds of large mail users to Pollard-Alling addressing machines, which are the fastest made. Their high speed operation, fast method of making corrections and additions in the lists, their simplicity, accuracy and clean cut work make

them distinctly economical in time, manual labor and cost.

There is a Pollard-Alling equipment for every addressing, mailing and listing need. Newspapers, Magazines, direct mail matter, mailer strips, office proof, wrappers, envelopes, statements, etc., with mailing lists of from 3,000 to 4,000,000 are now being addressed by Pollard-Alling users with greater efficiency at lower cost than under any other system. Addressing is done at speeds of from 3,000 to 45,000 per hour, depending upon requirements.

Whether your lists are large or small write us for a real personal analysis of your requirements and details of the Pollard-Alling equipment best suited to your needs

Pollard-Alling Manufacturing Co.

Addressing, Mailing and Listing Machines

226 WEST 19TH STREET

NEW YORK CITY

Too Many Slogans

Simeon Strunsky, Book Reviewer of the New York "Times," Tries to Identify a Number of Slogans, Draws a Zero and Then Tells Advertisers That It Is All Their Fault

IN the course of reviewing the book "Ask Me Another," compiled by Messrs. Spofford and Esty, Simeon Strunsky, the able book reviewer of the New York *Times*, tells of some of the surprises, humiliations and experiences which the questions afforded him. He thinks that his experiences with one set of questions should prove of interest to all people who invent and use slogans. His score was almost zero when it came to linking slogans with the products they are supposed to identify. As Mr. Strunsky tells it:

"One other startling experience should be of some value to the great captains of advertising and to the captains of industry who make use of their service. In the matter of identifying business slogans my score was almost uniformly zero. What is it that is good to drink to the last drop? I hesitated a long time and finally plumped for Horlick's Malted Milk, thus indicating that to a small fractional extent the proprietors of Maxwell House Coffee are not getting their money's worth out of their publicity. Is it Pompeian Cream that creates the skin I'd love to touch if propriety permitted? Is it Palmolive that raises me above the necessity of envying my neighbor's complexion? Or is it the other way about? What is it that Dad knows and that he will be only too happy to tell me for the asking—Sweet Caps or Fatimas? Do you pay a shilling in London and a quarter here for Pall Mall or Philip Morris? Under what circumstances does one walk a mile for a whale of a difference?

"It is by no means a frivolous problem. Industrialists and advertising men might well be asking themselves whether the sales effec-

Puerto Rico

Here is an integral part of your domestic market—it is an American territory and its people live and buy as you do here.

All you need to exploit this \$100,000,000 market is a strong advertising unit.

PUERTO RICO ILUSTRADO of San Juan

a beautifully illustrated weekly, covers upper and middle classes, particularly the women.

EL MUNDO of San Juan

is the only modern daily. It reaches every point in Puerto Rico before ten each morning.

Exclusive U. S. Representatives

ALL AMERICAN
NEWSPAPERS' REP., INC.
154 Nassau Street, New York City

Brighten your story
with our new color
method of putting it
on paper. Ask to see
the book *The Mir-
acle of Coral Gables.*



CURRIER & HARFORD
LTD. 468 FOURTH AVE., N.Y.C.
SELECTIVE ADVERTISING

The Underwear & Hosiery Review

93 Worth St. New York

tiveness of the slogan has not been pretty well exhausted in the multiplication of slogans. There must be a great deal of confusion in the public's mind as to who utters what battle cry when. There would, it seems, be less involved for the Messrs. Buick in suggesting to the public whenever better cars are built Messrs. Studebaker and Willys will build them. Why should the Camels spend their good money in sounding a clarion call which inspires me to buy a pack of Luckies, and the other way about?

"Perhaps in the long run it all evens up, but then the competitive effort would be hardly worth while. I suspect that by now the originators of the slogans are more impressed by them than is the general public. When the battle-cries were few, they had their value. Today I am afraid they neutralize each other. Why not stick to names? It is far easier to keep Buick apart from Stutz than it is to keep one epigram apart from another. Beyond this, I suspect, there must be a certain amount of actual resentment in the public mind against the compulsion to carry a wholesale stock of identifying watchwords about with one.

"Occasionally resentment mounts to irreverence. 'Eventually, why not now?' That might be Frank E. Campbell. 'The candy mint with the hole.' That would be the United States Treasury. The advertising of what product made halitosis a household word? Ask Messrs. Spofford and Esty. The answer is what? 'The Virgin Man'? 'Sex'? Well, no matter. More important business attends."

Brick Account for Tuthill Agency

The Old Virginia Brick Company, Salem, Va., has appointed the Tuthill Advertising Agency, Inc., New York, to direct its advertising account. An advertising campaign on hand-molded Old Colonial brick will be started soon.

Made Vice-President of New York Mattress Company

The New York Mattress Company, Boston, maker of Red Cross mattresses, has appointed Jesse Zofnass vice-president in charge of advertising.

Kansas Folks Travel—

And Kansas' Folks are able to travel well. They're prosperous—97% native born white Americans, with the desire to travel already created. The Travel Pages of The Wichita Sunday Eagle are their guide—and they consult The Eagle's Travel Department. There's an opportunity to talk to almost 70,000 of these families through your advertising in The Wichita Sunday Eagle!

The Wichita Eagle Announces an Enlarged Travel Department

A Travel Department which serves equally well those who seek information as well as our Travel and Resort Advertisers. Complete auto, train, steamship, resort and hotel information is given. Literature is distributed. The advertiser is notified of inquiry and that guests are coming. It's an invaluable service to both our readers and advertisers.

**Ask for Your Copy of
"Guests Are Coming!"**

Sent On Request

*In All Kansas—Not One Daily Newspaper Equals
the Eagle in Circulation or Advertising Lineage*

The Wichita Eagle Wichita, Kansas

Represented Nationally by

S. C. Beckwith Special Agency

New York	Chicago	Detroit	St. Louis	Atlanta
Kansas City	San Francisco		Los Angeles	

Mar. 31, 1927

Lehn & Fink Favor Federal Legislation

LEHN & FINK PRODUCTS COMPANY
NEW YORK

Editor of PRINTERS' INK:

In spite of the protests of the American Medical Association, as outlined by Dr. Arthur J. Cramp in your issue of March 24 in the article entitled: "The Fight on Crooked Advertisers of Toilet Goods," it is quite evident from public utterances of any one prominently connected with this association that they are behind the movement to fight the sale of toilet goods wherever it is possible to do so.

The printed articles, as well as the speeches of the members of the American Medical Association, have all taken the viewpoint that all beauty preparations and cosmetics are bad. They state that they are only referring to certain harmful ones, but if you read the various articles that have appeared they are knocking all of them.

In a number of States, the American Medical Association has presented bills to the State Legislatures which definitely reveal the motive behind this entire propaganda, namely: that anything that is curative or for which certain properties are claimed cannot be sold except on physicians' prescriptions.

I am in favor of Federal legislation which would lead to protection of the products manufactured by reputable houses in the same way as the Pure Food and Drugs Act of 1906 protects

the users of all drugs. This legislation would definitely bar all harmful ingredients from toilet preparations, and would require that the ingredients of such preparations should be of standard purity as outlined in the United States Pharmacopoeia and the National Formulary. Unfortunately, in our association I seem to be a minority of one, as at the present time they are opposed to all types of legislation. I have hopes, however, that they will realize that legislation of this sort is bound to pass some day, and it would be more satisfactory to the manufacturers if they partook in the formulating of any law which might be passed in Washington.

EDWARD PLAUT,
President.

Death of Will H. Dilg, Conservationist

Will H. Dilg, one of the founders of the Izaak Walton League of America, and for many years a noted figure in conservation work in this country, died at Washington, D. C., on March 27, at the age of fifty-eight. For twenty years he was head of the Will H. Dilg Advertising Company, which he formerly conducted at Chicago.

He had also been with the Gardiner & Wells Company and the Liberty Advertising Agency, Inc. Mr. Dilg's latest effort was an attempt to influence the establishment of a national conservation department.



Other things being equal, we like best to do business with our friends. For this reason it is our constant aim so to serve manufacturers here in Central New England that we shall ever be held in highest regard by these, our friendly neighbors.

THE MANTERNACH COMPANY *Advertising*

The Manternach Building · 55 Allyn Street
HARTFORD, CONNECTICUT



Fannie Hurst
*Author of "Humoresque"
 "Mannequin" etc.*

America's most popular woman novelist tells Theatre Magazine's readers that it is much harder to please the chair-warmers than the book-worms.

Eva Le Gallienne

Chief Justice Ford

Willard Mack

Benjamin De Casseres

Cornelius Vanderbilt, Jr.

are stars in this month's constellation. And many superb pictures!

Every month Theatre Magazine brings timely news of stage events to 60,000 substantial homes. A real basis for the reader interest which advertisers demand.

Theatre Magazine

New York

CHICAGO

BOSTON

SAN FRANCISCO

LONDON

PARIS

Reaching a Distinctive Audience



Good Judgment in Office Furniture

*indicates good judgment
in other things*

MANY advertising men, bankers, doctors, lawyers, and business executives have found that a room furnished with simple dignity in Danersk Furniture commands attention and respect.

As manufacturers we take as much interest in giving real personality to a single room as in laying out entire suites of offices.

Our furniture is based on historic examples of traditional design. It costs no more than any well made furniture. Come and see it in our salesrooms. Or send for our free brochure, "The Livable Office." It will help you to visualize the possibilities of Danersk Furniture in *your* office.

ERSKINE-DANFORTH CORPORATION

383 Madison Avenue, New York City

Opposite Ritz-Carlton Hotel

Chicago Salesrooms: 315 North Michigan Avenue

Many Trade-Mark Disputes Are Being Settled by Compromise

The Many Requests of the Patent Office to Dissolve Interferences Indicate a Trend toward Peaceful Settlements

*Washington Bureau
of Printers' Ink*

WITH the increasing congestion of the courts, the proposition of compromising trade-mark controversies grows in importance. Furthermore, it is safe to say that a majority of all the cases of the kind that are ground through the courts at a considerable cost of effort and money could be compromised to the advantage of all concerned. There is not the slightest doubt that the principle of compromise can be applied just as advantageously in this field as in any other.

These statements have resulted from a discussion of the subject by one of the best-informed trademark attorneys in Washington. On further inquiry it was found that at least two of the most prominent law firms in the field now attempt to compromise more than 90 per cent of all the trademark cases entrusted to their care. Also, there is much other evidence to indicate a decided trend toward the substitution of intelligent compromise for expensive and uncertain litigation in the settlement of trade-mark controversies, and the records of the Patent Office offer at least a few suggestions as to the possibilities of advantageous compromise.

Unfortunately, the disclosures of the records are confined to a rather limited class of cases. In cases of opposition, which are invariably filed by owners of marks to prevent the registration of marks which conflict with their own, there is very little evidence in the records to indicate compromise or agreements. Yet it is not uncommon for an opposition to be withdrawn, and in other cases oppositions are not filed, although it is evident that they are justified. The same can be said regarding cancellation proceedings.

Although many of these cases

suggest that they are the result of compromise or settlement of some kind, the conclusion cannot be proved from the Patent Office records. But in the case of interferences, which invariably arise within the Patent Office, the records disclose that the Patent Office recognizes the right of the owners involved to influence the decision. At one time the office denied this right, holding that the interest of the public was of first concern and that it might be jeopardized by an agreement between the parties whose trade-mark interests were affected by an interference. However, during recent years, according to a number of interesting cases, the office has changed its policy in this regard.

One of the early and typical cases of the kind was that of *Stier v. Marburg Bros.* The trademarks involved were "Bob White" and "Quail" for smoking tobaccos, and both had been used for a long time. The case was appealed to the Commissioner of Patents from a decision of the Examiner of Trade-Marks refusing to dissolve the interference.

The registered mark consisted of the words "Bob White" and a pictorial representation of a bird. The applicant's mark consisted of the word "Quail" and the representation of two birds in a field. The Examiner held that the two names were interchangeably applied to the same bird and that ordinarily more attention would be paid to the use of different terms to distinguish the same object.

NO CONFUSION

The Commissioner of Patents agreed to this, in his decision, but held that the fact would not be likely to confuse the ordinary purchaser. He cited several court decisions to uphold his opinion, and pointed out that the marks had been used concurrently for a long

ASK US ANOTHER

We are ready to frankly answer any question about the use of our

Motion Pictures

by your organization for the purposes of selling, advertising or instruction.

No obligation incurred by asking for information and plans.

Stanley
ADVERTISING CO

Producers and Distributors of
INDUSTRIAL & EDUCATIONAL FILMS
220 West 42nd Street New York
Wisconsin 0610
Philadelphia Office, 1916 Race Street

PEORIA'S

hotel accommodations make this a logical convention city. Two of its many hotels exceeding 400 rooms capacity. Big enough to entertain the American Bowling Congress (now in session) and big enough, too, to conquer any merchandising problem any manufacturer may have. These newspapers can put your problem over in Peoria.

The PEORIA
JOURNAL-TRANSCRIPT
Read in
4 out of 5 Homes

Write for Merchandising Co-operation
CHAS. H. EDDY CO., Nat'l Representatives
247 Park Ave. Wrigley Bldg.
New York Chicago
Old South Bldg., Boston

period of time, and that there was no allegation of confusion arising in the minds of the public from such use.

"Furthermore," he continued, "it is to be noted in this case that the registrant is moving to dissolve—in other words, that it is consenting to the registration of applicant's mark. Under these circumstances . . . any reasonable doubt on the question of registrability should be resolved in favor of the applicant."

In a similar and later case, J. & Riley Carr, The William Schollhorn Company and several others were involved. In this case, the Commissioner of Patents held that where there is a reasonable doubt as to whether there is deceptive similarity between the marks of an applicant and of a prior registrant, and the consent of the latter to the registration is filed, the doubt should be waived in favor of the applicant for registration.

The mark of The Schollhorn Company consists of the pictorial representation of a dog with the word "Bernard," for nippers, pliers, wrenches and hand tools. Carr's trade-mark consisted of the word "Staunch" with the picture of a dog, for files, and while the word was held not to be descriptive of the goods, an interference was entered because of the similarity of this mark with the Schollhorn mark which had been previously registered.

BOTH MIGHT BE CALLED "DOG" BRAND

The Examiner denied the motion to dissolve the interference, holding that the goods of the two parties were of the same descriptive properties, and that the marks were so similar as to be likely to cause confusion in the trade, since the goods of both might well be designated as the "dog" brand.

The Commissioner of Patents, in his decision, commented on the possibility of confusion, but expressed the thought that the marked difference of the names would prevent one mark being mistaken for the other. Then, in reversing the decision of the Examiner of Trade-Marks, he said:

The President writes

American Bleached Goods Company, Inc.
58-61 Larchmont Street
New York

February 7, 1927

AMERICAN
BLEACHED
GOODS
COMPANY

Modern Priscilla
470 Atlantic Avenue
Boston, Mass.

Gentlemen:

When the advertising schedule for *Priscilla* was being prepared last summer, Modern Priscilla took pains to carry a substantial part of the opportunity for sides, home-making and art as well as a profession of women who wanted to send our message inside the family circle to the kind of woman who takes lively interest in buying the finest fabrics for their children's clothes.

The very first advertisement in your magazine overrulingly justified our confidence in you. From January 22, 1927, we had received 1,000 inquiries. And they were still coming in at the rate of 100 per week.

That means one coupon for every 36 readers of your magazine. It means a cost of only 12½ per inquiry.

We compliment you on the extraordinary responsiveness of your circle of readers and the extraordinary responsiveness of your company. We assure you that Modern Priscilla has earned first consideration on our advertising schedules.

Very truly yours,
W. F. Adams
President
AMERICAN BLEACHED GOODS CO., INC.

W.F.A.

Letters like this in our files written by the heads of great industries tell in eloquent terms why year after year advertisers who want to send their message inside the family circle place Modern Priscilla FIRST on their list of advertising media.

Send for information telling how this manufacturer through a single advertisement in Modern Priscilla bought inquiries from interested housewives at only 12½ per inquiry!

MODERN PRISCILLA

ARTHUR J. CROCKETT, *Advertising Director*

470 Atlantic Avenue

Boston, Massachusetts

Mar. 31, 1927

You
Photograph it
And let them
Draw
Their own
conclusions!

We make pictures
No artist can paint!

Apeda Studio
PHOTOGRAPHERS
212 West 48th St.
CHICKESTER 3960
New York



Successful Letters !

Here are letters that brought a flood of orders and inquiries; collection letters, adjustment letters, etc., analyzed by nationally-known authority. Hundreds of *proved* letter ideas you can use to build business. Packed in handy portfolio. Price \$5.00. Guaranteed.

Maxwell Droke Enterprises
Box 611-e Indianapolis, Ind.

Maxwell Droke's
LETTER LABORATORY

"There is sufficient doubt as to likelihood of confusion between the two marks involved in this appeal to justify the dissolution of the interference, so far as The William Schollhorn Company is concerned. In the case of the Wayne County Preserving Company v. Burt Olney Preserving Company (C.D. 1909, 318; 140 O.G., 1003; 32 App. D.C., 279) the Court said that any doubts as to the registrability of a mark should be resolved in favor of the registrant. The present case, however, is distinguished from that in that the registrant is moving to dissolve the interference and has filed under the oath of its secretary a consent to the registration of the mark of J. & Riley Carr for files."

In this case, a compromise agreement between the parties is strongly indicated by the fact that the application, which at first duplicated the application of a previous registration in England, was changed to eliminate several articles besides files.

So far, the cases cited involve the petition of only the registrant; but in several cases it is shown by the records that the Patent Office also recognizes the right of the applicant to join the registrant in requesting a dismissal of an interference. One of the early cases of the kind involved identical marks on rubber and leather belting, and they had been used for about twenty years without confusion. And the commissioner, after commenting on these facts, held that rubber and leather belting are not of the same descriptive properties, and said: "Therefore, at the request of both parties, the interference will be dissolved."

In the case of the Bowers Rubber Works v. The New York Leather Belting Company, both parties requested dismissal of an interference on the ground that the goods were different, although the marks involved were similar. The Commissioner of Patents agreed, holding that the goods were substantially different, and that the motion should be granted.

Where there are important features in common both in the goods



PROPORTIONS

¶ In Sculpture, in Architecture and in Fine Typography, true proportion and beauty are inseparably linked. Type must have interest to be read. To create interest, it must be proportioned—to the space, to the illustration and to the text.

¶ It is a part of our job to give type reader-interest.

NEW YORK MONOTYPE COMPOSITION
COMPANY, INC.
Printing Crafts Building
461 EIGHTH AVENUE • NEW YORK

Mar. 31, 1927

"I took home a copy"

The Charles Advertising Service



TRADE MARK

TELEPHONE ASHLAND 4-1338

H.H. Charles, President.

23 and 25 East 26th Street

New York City.

Feb. 3, 1927.

Dear Mr. Watt:

Last evening I took home a copy of your February number and had a most enjoyable time looking through its 162 very, very interesting pages.

We not only want to compliment you on the make-up and the editorial content, but we want to congratulate you on the large number of advertisements from representative poultrymen, manufacturers, etc.

Wishing you the continued success that you deserve, we are

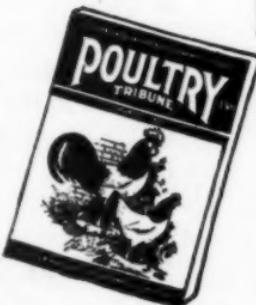
Very truly yours,

THE CHARLES ADVERTISING SERVICE

President

Mr. J.W. Watt,
Poultry Tribune,
Mount Morris, Ill.

WHEN a busy agency president like Mr. H. H. Charles finds a magazine interesting enough to take it home and enjoy looking "through its 162 very, very interesting pages," we have reason to broadcast the fact for it reflects the high reader interest in Poultry Tribune. Perhaps this explains Poultry Tribune's unusual pulling power which is being enjoyed by present advertising customers.



Poultry Tribune

"The Voice of the American Hen"

Mount Morris, Illinois

and the marks, but where the marks do not look alike, the case of the Berkshire Springs Company v. The Waukesha Arcadian Company indicates that an interference will be dissolved on the request of both parties. In the decision which terminated this case it was said that neither party desired the interference, that the conditions noted governed it, and that it should be dissolved.

Of course, it is probable that in practically all cases of the kind the request of one or both parties to dissolve an interference is the result of a compromise or an agreement. And while the Patent Office, in recognizing the rights implied by the request, does not take cognizance of any compromise or agreement, that fact does not detract from the value of compromise. Undeniably, the change in policy which recognizes the rights of both registrants and applicants to influence the dissolution of interferences shows a wholesome tendency. In a measure, it is an acknowledgment on the part of the Patent Office that the trade-mark law should be interpreted in a manner that will not interfere with fair business practices. In many instances, men in different parts of the country, but in the same line of business have inadvertently adopted similar trade-marks on which they have built up common-law rights, and without confusion in trade. In innumerable cases of the kind, a strict application of the Federal law would mean the loss to trademark owners of common-law rights, without benefit to anyone. Hence the tendency is growing toward a more frequent settlement between owners in trade-mark controversies, in recognition of the common-law rights established by friendly competitors.

Monrovia, Calif., "Messenger" Suspends Publication

The circulation lists of the Monrovia, Calif., *Messenger*, which suspended publication last week, have been taken over by the Monrovia, Calif., *News*. This newspaper is represented in the national advertising field by M. C. Mogensen & Company, which also has been appointed national advertising representative for the Grants Pass, Oreg., *Courier*.

New York, February 28, 1927.

ATLANTA JOURNAL

Atlanta, Ga.

We are pleased to inform you that from a recent 420-line advertisement we inserted in the Magazine section of Atlanta Journal we received more replies than we ever had before for similar advertisement in any other paper in United States, and furthermore we were able to cut our cost per name to approximately one-half the previous figure.

Yours very sincerely,

**LESLIE C. BRUCE, JR., & CO.
(Book Publishers.)**

The Journal Covers Dixie Like the Dew

A

well-known art studio
which specializes in
photo retouching,
both in color and
black and white,
wants an A-1 sales-
man who has had ex-
perience in selling art
work to agencies and
national advertisers.
State past experience,
age, etc., in letter to

**"W," Box 150,
Printers' Ink.**

Roy W. Johnson

*Eastern Editor,
"Sales Management," in the
course of a five-column review,
says about the book,*

"CHECK-LIST CONTRACTS"

"Now it is my impression, as I have already intimated, that this is a work of considerable intrinsic importance. It is the first time, so far as I know, that anybody has tried to chart the territory actually covered by agency service, and to fix boundaries that are not purely rhetorical."

"It is quite generally agreed that one of the major evils of the advertising business is the constant shifting about of accounts.—That sort of thing is wasteful and expensive to advertiser and agency alike. There is undoubtedly no general panacea, but I think that the system of cold-blooded and remorseless analysis adopted by Mr. Ellis might prevent a good deal of it."

\$10.00 postpaid. Folder free

LYNN ELLIS, Inc., Desk A-1
One Madison Ave., New York

*It is cheaper
and safer to make
one real market survey to prove
what you ought to do than to
make a dozen post mortem ex-
aminations to find out what you
did wrong.*

Most investigations set out to prove or disprove some preconceived theory. An Eastman survey sets out to find the facts whether they fit in with anybody's pet theory or not.

R. O. EASTMAN

Incorporated

7016 Euclid Avenue, Cleveland
154 Nassau Street, New York

If You Can't Be First, Be a Good Second

(Continued from page 8)
petitor. Worse because the substitution would hurt the ginger ale business generally.

"Canada Dry created most of the call for these new style ginger ales. That brand has the big national push behind it. If you don't go with the push, you are going against it, and losing its sales influence in your behalf. The ginger ale buyers in your neighborhood go to a competing store. Even the buyers who just ask for 'a bottle of ginger ale.' Your stock of Arrowhead will keep the shelf warm."

This policy was right, as a reasonable statement to reasonable men, and its effectiveness was immediately shown in sales. The dealer's interests were put first.

But it was right in another way. "In the presence of the selfishness of a holy man," say the Hindus, "natural enemies lose their ferocity, toward him, and toward one another." Or the lion and the lamb lie down together, in the words of our own Scripture.

THANKS FROM THE SOUTHERN CALIFORNIA CANADA DRY AGENT

Not long after this sales argument began circulating among dealers, the sales manager of Arrowhead received a cordial invitation to lunch with the Southern California distributor agent of Canada Dry. The latter wanted to get acquainted, and express his appreciation of the new policy. Also to say that he believed two brands of ginger ale, one national and one local, made the ideal stock for retailers, and that in his opinion too many brands, of diverse qualities, backed by unreasonable claims, hurt the whole industry by spoiling the taste for ginger ale. Today, as Arrowhead selling is done with the admission that Canada Dry is first, so Canada Dry is sold in Los Angeles territory upon the assumption that Arrowhead is the most logical second.

Announcing

A Service for Training Retail Salespeople *to sell nationally advertised products*

Ruth Leigh, nationally known expert in retail selling, is prepared to train retail salespeople for manufacturers who wish to have their trademarked products more intelligently sold in stores. Her service includes:

1. Preparation of retail manuals, selling courses or bulletins
2. Talks to salespeople in stores
3. Sales instruction by personal example
4. Conducting retail sales schools at the factory
5. Training traveling salesmen to give talks
6. Store lectures to the public

Miss Leigh's books, "The Human Side of Retail Selling" and "Elements of Retailing" are official texts adopted by the International Advertising Association for use in educational courses conducted by Advertising Clubs.

Among the clients with whom Ruth Leigh cooperates are: Vanity Fair Silk Mills, Reading, Pa., Westinghouse Electric and Manufacturing Co., Everett and Barron Co., Providence, R. I.

Miss Leigh will discuss retail sales problems with manufacturers and advertising agencies who are interested

RUTH LEIGH

347 Fifth Ave., New York

Asblnd 0866

ROBERT A. SMALLEY
FORMERLY OF N. W. AYER &
SON IS NOW COPY DIRECTOR OF
THE LYDDON & HANFORD
CO., ADVERTISING AGENCY
ABBOTT KIMBALL, MANAGER
NEW YORK OFFICE



Government Data on Wholesale Grocers

*Washington Bureau
of PRINTERS' INK*

DESIGNED primarily to profit the consumer by furnishing facts for the elimination of waste in the distribution of groceries, the "Atlas of Wholesale Grocery Territories" was recently published by the Department of Commerce. One of its most important and radical features is its division of the country into wholesale marketing areas based on the size and facilities of the various distribution centers, and not on political divisions. This change has been suggested at several of the distribution conferences, and there is no doubt that the facts and information arranged according to the new method of territorial divisions will be of invaluable aid in the merchandising of many products.

It has been pointed out by many economists that scientific distribution cannot be based on arbitrary boundaries of States and other political lines. Although practically all statistics have been compiled on a basis of political divisions, the atlas breaks away from old methods and presents its data on an arrangement of selling territories fixed by the limitations of transportation, centralization and other factors of distribution.

The boundaries of these distribution areas were fixed according to information received from questionnaires submitted to more than 3,000 wholesalers. For initial consideration, 183 territories have been defined. These territories are designated with the names of the major distributing centers; but this is only for convenience, and it is pointed out that there are 2,303 cities containing wholesale grocers, a total which makes it impractical to define a territory for each city or even to designate all of them on the maps.

The basic information collected includes data on the number of salesmen employed, local territory covered, number of delivery trucks

Can You Write —A BOOK?

A service organization in New York City has an attractive opening for a man who knows how to write for business men. He must have sound ideas and judgment as to business practice. He must be able to write clearly, to the point, and in a style which has sufficient sparkle to keep the reader awake. Above all, he must have a well-trained mind.

Our work includes the preparation of books on certain specialized phases of selling and management. The data required is gathered through first-hand investigations.

We have learned that many men well qualified to produce snappy advertising copy or interesting articles are incapable of organizing and developing the subject-matter of a full-size book. Unless you have reason to think that you possess this special type of ability, please do not answer this advertisement.

We expect to pay a good salary and give plenty of scope to the right man. Tell us frankly what income you expect. Your letter will be regarded as strictly confidential. Whatever samples you send will be returned, if requested.

Address "T," Box 297,
Printers' Ink.

AVAILABLE A Competent Advertising Man

9 years of successful experience; 3 years as advertising manager for a large national and industrial advertiser, 5 years as copy, layout, plan and contact man for advertising concerns handling prominent accounts, and 1 year as head of my own agency provide me with a splendid background of practical knowledge. I am 29 years old, college trained, and every bit alive.

I want the job that is going to be my life job—where intelligent hard work, originality and results will bring ultimate reward. Salary is secondary.

Address "O," Box 284, P. I.

WANTED Copy Man of Unusual Ability

A copy writer with a record of achievement in agency work is offered a major opportunity in a New York agency.

The man we want must be young, ambitious, practical, have original ideas and be a writer of clear, forceful copy that sells goods. He must be a Christian, with pleasing personality and should appreciate working with congenial associates.

Please write fully, stating experience, age, religion, etc. Confidence respected. Our staff knows of this advertisement.

Address "D," Box 157,
care of Printers' Ink

used, and zones of truck delivery. This information has been correlated with freight rate schedules and population statistics. The relative size of the wholesale organizations and their transportation facilities have been carefully weighed.

The foreword points out that grocery wholesaling represents the basic unit of wholesale distribution, and that while the atlas is primarily concerned with grocery distribution, its trading statistics developed from basic economic factors are equally applicable to other lines for which the wholesaler is the distributor.

According to the statistics, there are more than 6,000 wholesale grocers in the United States, including co-operative retail organizations, chain-store buying agencies, and mail-order wholesalers. The figures also show that wholesaling is becoming more localized, and it is thought that modern short buying will increase this tendency.

The trading areas are illustrated by sixteen maps in colors which show the trading population in each instance. The rest of the 157 pages of the book are devoted to statistical tables which give the wholesale centers in each territory with city and trading area population figures, together with the number of retail outlets, their trading areas, and the number of wholesale outlets in both cities and trading areas.

The atlas is "Domestic Commerce Series—No. 7," and was prepared by J. W. Millard, of the Domestic Commerce Division. Copies may be secured at \$1.25 each from any of the offices of the Bureau of Foreign and Domestic Commerce, or from the Superintendent of Documents, Government Printing Office, Washington, D. C.

Oil Products Account for Rogers-Gano

The Oil Products Appliance Company, Maywood, Ill., manufacturer of oil dispensing equipment, has appointed the Chicago office of the Rogers-Gano Advertising Agency, Inc., of Illinois, to direct its advertising account.



ON APRIL FIRST we move into our offices in the new Graybar Building, just a step from our present location in the Pershing Square Building. Coincident with this move, we will change our corporate name from Myers-Beeson-Golden, Inc. to what it has *actually* been for the last two years, Myers and Golden, Inc. There will be no change in ownership, management or personnel.

»

Among those products whose sales we are helping to increase by advertising are Empire Bolts and Nuts, Triplexd Gasoline Hose, Fostoria Fenders, United States Sandpaper, Wraplock Clamps, Nolex Radiator Cement, Mot-Ace Hot Water Heaters, Chambersburg Hammers and Presses and Fleming Precision Tools and Valve Lifters.

«

Myers and Golden

INCORPORATED

GRAYBAR BUILDING
NEW YORK

TELEPHONE

LEX. 3783-4



PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC.
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: ASHLAND 6500. President and Secretary, J. I. ROMER. Vice-President, R. W. J. LAWRENCE. Treasurer, DAVID MARCUS. Sales Manager, DOUGLAS TAYLOR.

Chicago Office: Illinois Merchants Bank Building, GOVE COMPTON, Manager.

Atlanta Office: 704 Walton Building, GHO. M. KOHN, Manager.

St. Louis Office: Syndicate Trust Building, A. D. MCKINNEY, Manager.

San Francisco Office: 564 Market Street, M. C. MOGENSEN, Manager.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Foreign postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates: Page, \$135; half page, \$67.50; quarter page, \$33.75; one-inch minimum, \$10.50; Classified, 75 cents a line, minimum order \$3.75.

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ROBERT W. PALMER, Managing Editor
ROY DICKINSON, Associate Editor
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NEW YORK, MARCH 31, 1927

When Investment Bankers Discuss Advertising

One of the most interesting of recent business developments is the unusual number of privately owned, nationally advertised businesses that have issued and sold stock to the general public. The Lambert Pharmacal Company, Lehn & Fink, Gotham Silk Hosiery—these are merely a few.

Investment bankers are anxious and eager to underwrite stock issues in such businesses. Public knowledge of these businesses and public faith in them usually lowers the banker's selling costs on such stock.

It is probably because of a realization of the importance of advertising that investment bankers have given much space to the sub-

ject of advertising in circulars they send out on stock offerings of such businesses.

Several circulars which have come to our attention lately have contained references to the advertising history and policies of the manufacturers described that are far from accurate. By this we do not mean that subterfuge has been resorted to. There has been no need for such tactics. What we do mean is that through lack of knowledge on the part of investment bankers, statements regarding advertising have been made which are not based on fact.

The investment banker, speaking in general terms, has not had much experience with advertising. He has not made much use of it in promoting his own business. Nor has he handled the securities of many businesses which owe their success in large part to advertising. Consequently the investment banker should not consider himself to be in a position to speak with authority on the subject. Once he was opposed to advertising on general principles. Today he is apt to appear over-enthusiastic on the subject.

In view of this we have a simple suggestion to make. Why not permit the advertising agent handling the account of the manufacturer referred to in a financial prospectus to pass on all advertising, selling and merchandising statements that are made in the report? This will insure accuracy.

This "Turnover" Business A considerable male citizenry of this country, when swallowed up by Army life some nine years ago, had much enjoyment poking fun at the old army game of "passing the buck." The system of sending orders and communications through heads of units until the proper person was reached—a system which for obvious and good reasons made it impossible for the person originating a communication to hand it immediately to the person for whom it was intended—seemed a laughable procedure. So amusing

did this strict army policy on orders and communications seem to the unthinking that "passing the buck" became the most popular slang phrase of the day.

Some of the amused males of that day seem to have applied their misinterpretation of this army system to the businesses to which they have returned. Their application of the idea is *in reality* "buck passing." They don't give it that name, however. They call it "turnover."

Whenever you receive a letter that starts off: "Mr. Brown has turned over your letter to me," you can be certain that Mr. Brown (or whatever his name may be) belongs to the "turnover" or buck-passing class. Right here we want to make the statement that we know of few more insulting ways to begin a letter than by the use of that phrase "has turned over your letter to me."

If there is any one thing wrong with American business today it is, indeed, this turnover idea—this idea of letting the next fellow do the job. There are today more opportunities than ever before at the top places in the business structure for thinking men who can handle detail themselves. The jobs go abegging.

Research Unearths Competition A market investigation, whether it be known under its serious title of "Commercial Research" or merely labeled by the vice-president in charge of sales as "getting the dope," has one advantage which is sometimes not considered.

If an unprejudiced and careful survey among retailers and consumers is made the manufacturer is very likely to discover that his real competition is something quite different from what he had previously supposed. He may find, if he is a macaroni manufacturer, that it is growers of potatoes who are his real competitors, not other makers of the same product. Another manufacturer may discover that instead of stressing four or five points of alleged superiority over products made by some of his competitors, he should be advertis-

ing, instead, to a different class of consumer or using a totally different copy angle.

The man who sincerely endeavors to get to the bottom of the subject, will usually discover that it is some wrong conception in the consumer's mind, a lack of knowledge of how to use or serve his product, which is his real competition, not some other manufacturer in the same line of business. When this discovery is once made the manufacturer is no longer limited to the obvious top of the market, but can, by digging, get down into a broad, basic appeal and broaden his market and his outlets considerably.

The growing realization of the increased importance of careful study and investigation before the launching of a new product or an advertising campaign, has led to some interesting recommendations. One man who thought he needed a campaign was told recently by the outside research manager that he needed a new factory superintendent, an improved product, a new general sales manager and probably a new board of directors.

In a score of other instances, careful commercial research has disclosed the fact that a totally wrong idea of competition was being considered, thus limiting the scope and extent of the manufacturer's sales and advertising policy. An earnest, unprejudiced search for facts will usually produce facts of real importance. And facts in hand make the manufacturer a competent seller of his products, show him where his products serve and in what respect they fail.

Commercial research also, in an ever-increasing number of cases, is disclosing a new type of competition, thus making the manufacturer keep away from small details and temporary expedients to pursue, instead, a definite objective born of knowledge secured at first hand.

Who Invented It? A recent Crosley radio advertisement features C. A. Peterson, twenty-four-year-old inventor who according to Powell Crosley, Jr., walked into

the office of the company less than three years ago with an idea for a radio loud speaker under his arm. "When he unwrapped the newspaper around it Mr. Crosley instantly saw its great possibilities," the copy states.

We wonder why advertisers don't do this more often. "Who invented it?" is a question in which the general public is always interested. Of course we realize that very often no one person is the inventor. Nevertheless there is an interesting story back of almost every invention. Why not tell it?

There are hundreds of stories going the rounds concerning the circumstances surrounding the origin of many of Edison's inventions. Many of them have been told for years and in the telling, some of them have been twisted beyond all recognition. Yet, the public appears literally to eat them up and asks for more.

Inventors have always been surrounded by a certain amount of glamor. This atmosphere of mystery, of awe, of respect—call it what you will—is the very finest sort of copy timber. Why not hew and shape it to fit current advertising needs?

Thumbs Down on Co-operative Advertising For some time prior to the annual convention of the National Association of Retail Clothiers and Furnishers there had been much talk by its members concerning ways and means of combatting the keen competition which the industry is meeting for what it believes to be its fair share of the consumer's dollar.

This talk has largely centered around the idea of raising a fund of \$1,500,000 for educational purposes. The convention closed last week, favoring the raising of such a fund. It will not be spent for co-operative advertising, however. From some source not divulged, the association's committee has uncovered the tremendously important fact that the consumer "seems 'fed up' on national advertising campaigns. There have

been, perhaps, too many such plans in the last few years. An advertising campaign, national in scope, could perhaps be included in the general plan outlined further, but it is not essential to it, and need not be considered at the present."

Instead, the committee has been blinded with the glowing prospects of getting something for nothing. It is planned to organize a bureau or syndicate which, by some happily conceived thought, will succeed in educating the consumer where advertising would fall down on the job. It will feed articles on how-to-dress-well-and-succeed to high school and college publications, women's magazines and the women's pages of newspapers. Nationally famous men will be influenced to mention the value of good appearance in their addresses, there will be special stunts, Beau Brummel balls will be sponsored in co-operation with dance hall proprietors. These are only to mention a few of the fifty ideas that are planned to educate the consumer.

"Magazine Advertising," New Publication

Magazine Advertising, described by its publishers as "a trade journal for the magazine industry," has started publication with an April number. It is published at New York by the Magazine Advertiser, Inc., of which G. L. Courtney is president, F. W. Maas, vice-president and advertising manager, and Hugh E. Agnew, editor and treasurer.

Mr. Agnew, who is professor of advertising at New York University, was at one time director of research of the Periodical Publishers Association.

Mesh Bag Account to The Kenyon Company

The Whiting & Davis Company, Plainville, Mass., manufacturer of mesh bags, has appointed The Kenyon Company, Inc., Boston advertising agency, to direct its advertising account. Magazines will be used.

This agency also handles the advertising of the Whiting & Davis Chain Company.

William Wolfe Appointed

William Wolfe, publishers' representative, New York, has been appointed national advertising representative of the Kingston, N. Y., *Leader*, and the Baraboo, Wis., *Republic*.



His time against your advertising

FROM experience, it is safe to say 142,000 cars will be bought in 1927 by readers of Popular Science Monthly.

Of itself, that is important.

But more important to the automobile advertiser is the realization,—

That Popular Science readers, numbering three hundred thousand, are disposed to put their time against the advertising

done by motor-car manufacturers.

Here is the reasoning:

One man in every so many is endowed with a searching, practical mind;—

And Popular Science is a magazine read by that man!

If the "key" purchaser is reality and not fiction, you reach him collectively and with great economy through advertising in Popular Science Monthly.

ABC 302,018. 71% home owners. 86.6% own cars. 73% have incomes \$2,000 up. For circulation analysis, write 250 Fourth Ave., New York

Popular Science

POPULAR SCIENCE MONTHLY



Advertising Club News

Sphinx Club Hears Mayor Walker

Another of the intimate groups which frequent the meetings of the Sphinx Club gathered together at the Waldorf-Astoria on March 23. They were addressed by James J. Walker, Mayor of New York, who took advantage of the occasion to tell something about the personal trials and pleasures which beset the man in public life.

Following his introduction by James P. Gillroy, president, Mayor Walker referred to the long-standing motto of the club, "Honesty in Advertising." This is not generally subscribed to among those engaged in his business; in fact, he presumed, it was more or less unknown until he took over the administration of the City of New York.

Kent Cooper of the Associated Press, Claire Briggs, Windsor McCay, R. L. Goldberg and Dr. John L. Davis also addressed the meeting, which was arranged by the following committee: R. F. R. Huntsman, Frank W. Harwood, Gilbert T. Hodges, William H. Rankin and Harry Reichenbach.

Charles Morris Price School Graduates Large Class

The graduation of fifty-two students was held last week by the Charles Morris Price School of the Poor Richard Club of Philadelphia. Morton Gibbons-Neff, president of the club, addressed the graduates. The diplomas were conferred by Michael G. Price, in memory of whose son the school was endowed.

H. H. Charles Heads British Convention Committee

H. H. Charles, of the Charles Advertising Service, Inc., New York, has been appointed chairman of the On-to-Olympia committee for the convention next July of the Fourteenth District, England, of the International Advertising Association.

Wins Los Angeles Club Golf Contest

The feature match of a golf contest held by the Advertising Club of Los Angeles, was won by Arthur Loomis in a play-off with Walter Van de Kamp for the low net score for February. Richard Smith was awarded the low net prize for March.

New York Junior Club Appoints Chairman

Lester Sieffer, of the New York *Herald Tribune*, has been appointed chairman of the entertainment committee of the Association of Young Advertising Men of New York. He succeeds Fred Stern, resigned.

Detroit Club Adopts New Membership Plan

The Adcraft Club of Detroit has adopted a membership plan which provides for a permanent membership committee. This committee has representatives of the various advertising interests, such as agencies, publishers, retailers, etc. Each member of the committee serves as chairman of a special membership committee during one month of the year. The work of the special committee is confined to one month. A new committee picks up the work where the previous one left off.

In addition to its membership duties, the presiding committee acts as host at the weekly meetings. Each member of the committee brings a different guest to every meeting. Although the plan has only been in operation since the first of February, it is reported to be making satisfactory progress. Clinton F. Berry, assistant vice-president of the Union Trust Company, is chairman of the permanent committee.

Hoover to Attend Motion Picture Advertisers Dinner

Herbert Hoover, Secretary of Commerce, will be among the guests of honor at the annual dinner of the Associated Motion Picture Advertisers, to be held at the Hotel Astor, New York, on April 2. The dinner will also be attended by a group of diplomatic representatives of sixteen Latin-American governments. The president of the association is Walter Eberhardt, of the First National Pictures.

M. N. Dana to Visit Hawaii Club

Marshall N. Dana, president of the Pacific Coast Advertising Clubs Association, will leave the latter part of this month for a trip to Hawaii, where he will pay an official visit to the Honolulu Advertising Club. He also will address the Pan-Pacific conference.

San Diego Club Conducts Los Angeles Meeting

Thirty-three members of the Advertising Club of San Diego, Cal., recently visited the Advertising Club of Los Angeles. The former club was in charge of the meeting's program. Thomas Shore was chairman of the day.

Peoria Club Plans Special Convention Train

Members of the Peoria, Ill., Advertising and Selling Club are planning to visit the Denver convention in a special train. Harry Clafelter is chairman of the On-to-Denver committee of the Peoria club.

Profitable Persistency in Paid Publicity

Persistency in advertising and the returns which it brings to advertisers are continually being emphasized. It was touched upon by S. E. Conybeare, president of the Association of National Advertisers, in a talk which he made before a recent meeting of the Advertising Club of Baltimore.

As an illustration of the responsiveness which it creates he told of an instance which one advertiser brought to his attention. This advertiser received a letter from a consumer who said that he had noted a picture of one pair of corduroy pants had been featured in the advertising for four months. "More I see of them, better I like them," wrote the consumer. "If not sold yet, please enter my order for same."

* * *

Four Contests for New York Golfers

During the coming season the Advertising Golf Association of the Advertising Club of New York will hold four tournaments at four different clubs. The first meeting of the association was held recently at the advertising club. Ralph Trier, of the New York Theatre Program Company, is president of the golfers' group.

* * *

Minneapolis Club Sets Date for Annual Meeting

The annual meeting and election of officers of the Advertising Club of Minneapolis has been set for April 20. J. Fred Smith, of the Jensen Printing Company, Minneapolis, has been appointed chairman of the nominating committee.

* * *

Baltimore Club to Hold Dinner

A dinner will be held by the Advertising Club of Baltimore, Md., on May 3, at the Emerson Hotel. Members of the Advertising Commission, who will be in session at Baltimore at that time, will be invited to attend. John Ewell is chairman of the committee in charge.

* * *

Presents Flag to New York Club

Count Felix von Luckner, German naval officer, presented the Advertising Club of New York with a commercial flag of the Republic of Germany at the close of a luncheon which was held last week in his honor.

* * *

Buffalo Club Plans Annual Outing

The annual excursion of the Greater Buffalo Advertising Club will take place on June 24 with a trip to Muskoka, Ont. F. Kendall, Jr., is chairman of the committee in charge.

Window Display Week to Be Held in May

As one of the series of special programs planned by the Advertising Commission, advertising clubs will observe Window Display Day at meetings during the week of May 9. The following speeches have been prepared: "Window Display as an Advertising Medium," "How to Make Better Use of Window Space" and "Co-operation with National Advertising."

There will be a national observance of Window Display Week from May 16 to 21. Advertising clubs will co-operate with the Window Display Advertising Association in promoting this week in their own localities. A comprehensive outline of the plans for that occasion has been prepared in handbook form by the association. The clubs will arrange for two contests to be held during Window Display Week. One of these will be among the store-owners of the town or city for the best-dressed window. The other is to be some variety of a guessing contest for the public.

* * *

Advertising Post Increases Membership

There was an attendance of 121 members and guests at the meeting early this week of Advertising Men's Post No. 209 of the American Legion. This is only one evidence of the greatly renewed life which has been given to the Post. There had been talk of discontinuing the Post because of lack of interest, but, in view of the activity of the Crosscup-Pishon Post, in Boston, and the Advertising Men's Post of Chicago, it was decided that there could be created a program that would bring together those war veterans engaged in the advertising business in New York.

As a result of this policy and although the dues have been doubled to \$10, the new administration has succeeded in obtaining a membership to date of 130, representing a 35 per cent increase.

* * *

Advertising Club Started at Reading, Pa.

Advertising interests of Reading, Pa., headed by Warren L. Thomas, have formed an advertising club at that city. T. W. Davis and W. L. Davis have been appointed temporary president and secretary, respectively.

C. R. Wright Appointed by Building Publications

Charles R. Wright has been made Eastern manager, with headquarters at New York, of *Concrete and Building Materials*, both of Chicago. He was formerly with The Class Journal Company.

The Allis-Chalmers Manufacturing Company, Milwaukee, reports a net profit, after charges and taxes of \$3,596,891 for 1926. This compares with a net profit of \$3,417,368 in 1925.

There are 25 timely articles on sales and advertising in the April PRINTERS' INK MONTHLY

Among them

How the Modern City Traffic Problem Is Affecting Your Business

By WALTER C. WHITE
President, The White Co.

Europe Is Ready for American Sales Promotion

An interview with
H. F. JOHNSON
President, S. C. Johnson & Son

Some Merchandising Philosophy

An interview with
T. C. SHEEHAN
President, Durham Duplex Razor Co.

Should Advertising Be Advertised? Yes!

By H. A. BARTON
Vice-President, Albert P. Hill Co., Inc.

Teaching the Salesman to Handle His Job

By H. E. KENAGY
Director of Training, Armour and Company

Pocketing Pocket Markets

By DIRK P. DE YOUNG
Former American Vice-Consul at Amsterdam, Netherlands

What Is a Slogan?

By TOM MASSON

How We Give the Clerk the Right Picture of Our Goods

By C. R. BONN
Sales Manager, Cheese Division, Pabst Corp.

Why Advertisers' Window Displays Go Begging for Space

By W. L. STENSGAARD
Director of Window Display Division,
Stewart-Warner Speedometer Corp.

Conferences—A Way They Have in the Army

By JAMES H. COLLINS

Deducting Days from the Working Week

By HARLAN C. HINES
Professor of Educational Psychology, University of Cincinnati

Why I Discharge Men

By A BALTIMORE SALES MANAGER

Ideas That Advertising Turned into Big Businesses

By ALBERT E. HAASE

"It Doesn't Sound Right"

By ARTHUR H. LITTLE
Editor, "Business"

Cashing In After the Sales Convention

By J. J. WITHERSPOON

France Shows Its Latest in Effective Booklets

By WILLIAM A. KITTREDGE

Read these articles in the April issue of

PRINTERS' INK MONTHLY

The Little Schoolmaster's Classroom

THE Schoolmaster has been interested in the growing spirit of friendliness and plain speaking on the part of management in its dealing with stockholders. That is why he was particularly pleased to read the unusual message sent by Henry L. Doherty, president, to stockholders of the Cities Service Company.

All sorts of rumors about Mr. Doherty's health had been circulated and at the same time a "raid" was made on the company's stock. Several days later a printed message signed by Mr. Doherty was sent to every stockholder, mentioning the various rumors, denying them and assuring each stockholder that the company was not, as the rumor-spreaders had said, a "one-man concern," the health of which depended entirely on the health of its president.

The Schoolmaster particularly enjoyed this part of Mr. Doherty's message:

It is true that I am sick, but there has never been any attempt at any time to deceive anybody about the real conditions. On the other hand, there has been no reason to advertise them. I have been a sufferer from rheumatism practically all my life, or at least that is what it was called. My first severe attack was when I was twenty-three years old. Since then even that name seems to have gone out of fashion, and what I have now resembles in every way, so far as I can see, what I had then, but they now call it "Arthritis." As long as others have seen fit to make a statement of the seriousness of my illness, I will admit frankly that I have been in the Johns Hopkins Hospital since the latter part of December. I am still unable to conduct business in the ordinary way. It may be some time still before I can be back on the firing line; however, business will go on without me. Business will also go on if other members of the staff are taken sick.

At all times my business affairs have been provided for by will and by provision for trustees. If anything should happen to me now, or at any other time, there is no reason why it should lessen the intrinsic value of the securities of Cities Service Company by a single dollar. I have taken no part in the routine work of Cities Service Company since the United States got into the World War, and never expect again to take an active part in the routine work.

I have been striving for years to build up an organization whereby basic economic laws were observed which made even common stocks safe for investments, and this I will continue to do even though it may take many people many years to appreciate what I have been and am trying to do.

It looks as though the widespread publicity which has been given to the fact that I am in Johns Hopkins Hospital may bring so many demands upon my time that I will have to seek another refuge. I wish I could write a reply to every letter that is written to me and see every person who asks for an interview, but I cannot carry on my work under the present conditions unless given a reasonable amount of privacy. I am better and my physicians have given me permission to go any place I may select. If the people who want to transact business with me insist upon doing so at Johns Hopkins Hospital, I will be simply compelled to move elsewhere and conceal my location until I can force everyone to take up his business matters through my office.

* * *

"The king of loafers," is the striking appellative which William Feather hurls at the American business executive in one of the chapters of his new book: "The Ideals and Follies of Business."

To prove his point, Mr. Feather cites some interesting statistics. His researches have disclosed that there are 2,000,000 golfers in the United States, mainly business men. "There have been constructed," he states, "during the past twenty-five years 2,500 golf courses, and the majority of these have been laid out since 1910." He understands that 5,000 is a reasonable estimate of the number of conventions held in the United States each year, attended by 100 people or more—mainly business men. The noon-hour lunch clubs also come in for mention. Summer vacations of a month or two duration and winter vacations of similar length, supplemented by fishing and hunting trips and biennial trips to foreign ports are all cited.

How, then, do we manage to do business at a profit? Mr. Feather has the explanation: "Since 1914 America has been so favored that all the old values have been upset. . . . The prizes have gone

Messrs. Columbus

Castolay Soap, Grape Nuts, Kondon's Catarrhal Jelly, Lily Cups, Phillips' Milk of Magnesia, Sal Hepatica, Squibb's Cod Liver Oil—are what we call non-dental products. But they have been profitably advertised to the entire dental profession for a long time in ORAL HYGIENE. Hinds' Honey and Almond Cream, and Odorono, have just started.

ORAL HYGIENE

RE A PROCTOR MCGEE, D. D. S., M. D., *Editor*

MERWIN B. MASSOL, *Business Manager*

CHARLES PETERSEN, *Treasurer*

1117 WOLFENDALE ST., N. S.
PITTSBURGH, PENNA.

CHICAGO: W. B. Conant, Peoples Gas Bldg., Harrison 3448
NEW YORK: Stuart M. Stanley, 62 West 45th Street, Vanderbilt 3758
ST. LOUIS: A. D. McKinney, Syndicate Trust Bldg., Olive 43
SAN FRANCISCO: Roger A. Johnstone, 155 Montgomery St., Kearney 8086

A business force YOU SHOULD KNOW ABOUT

—Commercial Motion Pictures

PROGRESSIVE business demands consideration of the results being produced by Commercial Motion Pictures. Year after year, customers of Eastern Film provide set amounts in their budgets for Commercial Motion Pictures. One customer has used them 16 years, several for 10 or more; a great many for more than 5 years. What's the reason? Motion pictures, when properly conceived, executed and presented, do certain things faster, cheaper and better than they can be done in any other way.

Eastern Film Corporation is the oldest, largest, and strongest firm specializing in commercial motion pictures. No charges of any kind are presented until any authorized work is completed and approved. We solicit opportunities to discuss our service.

Eastern CORPORATION Film

Commercial
Motion
Pictures

220 W. 42nd St. N.Y.

Telephone: Wisconsin 3770

Philadelphia: Commercial Trust Bldg.

ESTABLISHED 1910

mainly to men endowed with sufficient shrewdness and Rotarian optimism to see that the demand for goods far exceeds the supply. Profits have been made so easily that intelligence, fore-thought and economy have actually been handicaps. They (successful business men) have found that the margin of profit in business is so wide and sales are so easy that their enterprises run as well without them as with them."

* * *

And yet, the Schoolmaster is under the impression that prices have fallen rather steadily for over two years, that profit margins are now smaller than they have been in some time and still we do not appear to be faced with calamity. Mr. Feather "shudders to think of what would happen to this business machine if we ever faced a situation comparable to that in which European nations now find themselves." Somehow, the Schoolmaster refuses to become alarmed. He notices that these self-same Europeans have been crowding our shores seeking an explanation of our unparalleled prosperity. These investigating committees do not seem to have arrived at the conclusion that our present happy state of affairs is purely a result of a combination of fortunate circumstances. In fact, judging by the bulk of some of these reports which the Schoolmaster has seen, these investigating committees found a great deal in the methods of "the king of loafers" which they believe they might well emulate.

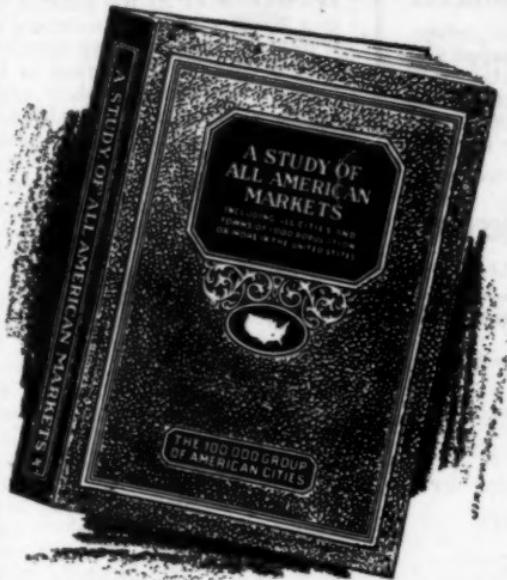
No, the Schoolmaster finds nothing to shudder about. He feels that the American business man is rapidly arriving at the happy medium between the proper amount of time to give to work and play and if in reaching this point he has earned the sobriquet "the king of loafers" he should look upon the title as one in which he may take honor rather than shame.

* * *

The use of line-cuts showing facsimile handwriting in direct-mail advertising has been exten-

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**LEADING NEWSPAPERS OF THE UNITED STATES
MAKE THIS FAMOUS BOOK FOR SALES AND AD-
VERTISING MANAGERS—SEND FOR IT—TODAY!**



book gives the key to the location of every town on the map and tells on which pages of the book the study of each community may be found. In one section of the book the following 93 markets are presented as separate units:

- | | | |
|-------------------------|--------------------------|---------------------------|
| 1. Akron, Ohio | 32. Hartford, Conn. | 63. Portland, Ore. |
| 2. Albany, N. Y. | 33. Houston, Texas | 64. Providence, R. I. |
| 3. Allentown, Pa. | 34. Indianapolis, Ind. | 65. Reading, Pa. |
| 4. Atlanta, Ga. | 35. Jacksonville, Fla. | 66. Richmond, Va. |
| 5. Baltimore, Md. | 36. Jersey City, N. J. | 67. Rochester, N. Y. |
| 6. Binghamton, N. Y. | 37. Kansas City, Mo. | 68. Sacramento, Calif. |
| 7. Birmingham, Ala. | 38. Knoxville, Tenn. | 69. St. Louis, Mo. |
| 8. Boston, Mass. | 39. Lawrence, Mass. | 70. St. Paul, Minn. |
| 9. Bridgeport, Conn. | 40. Long Beach, Calif. | 71. Salt Lake City, Utah |
| 10. Brooklyn, N. Y. | 41. Los Angeles, Calif. | 72. San Antonio, Texas |
| 11. Buffalo, N. Y. | 42. Louisville, Ky. | 73. San Diego, Calif. |
| 12. Canton, Ohio | 43. Lowell, Mass. | 74. San Francisco, Calif. |
| 13. Chicago, Ill. | 44. Lynn, Mass. | 75. Schenectady, N. Y. |
| 14. Cincinnati, Ohio | 45. Memphis, Tenn. | 76. Scranton, Pa. |
| 15. Cleveland, Ohio | 46. Miami, Fla. | 77. Seattle, Wash. |
| 16. Columbus, Ohio | 47. Milwaukee, Wis. | 78. South Bend, Ind. |
| 17. Dallas, Texas | 48. Minneapolis, Minn. | 79. Spokane, Wash. |
| 18. Dayton, Ohio | 49. Nashville, Tenn. | 80. Springfield, Mass. |
| 19. Denver, Colo. | 50. Newark, N. J. | 81. Syracuse, N. Y. |
| 20. Des Moines, Iowa | 51. New Bedford, Mass. | 82. Tacoma, Wash. |
| 21. Detroit, Mich. | 52. New Haven, Conn. | 83. Tampa, Fla. |
| 22. Duluth, Minn. | 53. New Orleans, La. | 84. Toledo, Ohio. |
| 23. Elizabeth, N. J. | 54. New York, N. Y. | 85. Trenton, N. J. |
| 24. El Paso, Texas | 55. Norfolk, Va. | 86. Troy, N. Y. |
| 25. Erie, Pa. | 56. Oakland, Calif. | 87. Turlock, Calif. |
| 26. Evansville, Ind. | 57. Oklahoma City, Okla. | 88. Utica, N. Y. |
| 27. Fall River, Mass. | 58. Omaha, Neb. | 89. Washington, D. C. |
| 28. Flint, Mich. | 59. Paterson, N. J. | 90. Waterbury, Conn. |
| 29. Fort Wayne, Ind. | 60. Peoria, Ill. | 91. Wilmington, Del. |
| 30. Fort Worth, Texas | 61. Philadelphia, Pa. | 92. Worcester, Mass. |
| 31. Grand Rapids, Mich. | 62. Pittsburgh, Pa. | 93. Youngstown, Ohio |

The gratis distribution of this book is limited to those business executives who are interested in the utility of newspaper advertising and its relation to their business. Application for a copy must be made on your business stationery, enclosing 50c in stamps to cover postage and packing.

THE 100,000 GROUP OF AMERICAN CITIES

Suite 1221-A at 19 South La Salle Street, Chicago, Illinois

For the first time in the history of American business an authentic merchandising analysis of every city and town of 1,000 population or more in the United States is now published in "A Study of All American Markets."

The more than 600 pages of this now famous book give information about these 8,073 cities and towns that has never been available before in any form.

A wall map 44x 67½ inches goes with each book. The map locates every city and town. The General Index of the

Sawmills that cut 84% of the lumber produced in U.S.

Concentrate your advertising in the one paper that covers the worth-while mills in all lumber producing sections—mills that cut 84% of the lumber sawn in the U. S.

Write for our 84% circular.

American Lumberman

Est. 1873 CHICAGO A.B.C.

Men's Wear Copy

Trade or Consumer.

By a New Yorker who has
followed styles for the
last five years.

Samples on request

One Madison Ave.
Arlington
1040

Copy—by Christen

A General Sales Manager

A real business builder and merchandiser now available.

He has been the sales head of three highly successful organizations.

He has sold to jobbers; department stores; specialty shops, and direct to the home. In direct selling had force of more than 4,000 men under him.

Knows how to co-ordinate advertising with sales work.

Address "V," Box 298, Printers' Ink

If you use Direct-Mail—

You'll find POSTAGE—devoted to Advertising and Selling by Letters, Folders, Booklets, etc.—a good investment. Clip the heading of this ad, pin it to your letter-head and receive POSTAGE for 6 months. Bill for \$1 will follow. Every issue contains Direct-Mail Ideas you can use.

POSTAGE MAGAZINE
18 East 18th St. New York, N. Y.

sively employed, though never often enough in the manner in which it is most effective. The plan came into disfavor some years ago because of its too general use as a clever stunt for attracting attention. Probably many members of the Class have received in the mail at least once in their experience, a plain envelope addressed in a feminine hand, which seemed from its looks to promise much. The Schoolmaster recalls even now the little tingle of interest with which he opened the first letter of this kind he ever received. Envelope and note paper were of customary *billet-doux* size, of the faintest blue. There was something vaguely, tantalizingly familiar about the handwriting—so dashing, so saucy, so piquant and alluring. A glance at the note within, beginning "My dear Boy" and signed "Sue," kindled a hope that sprawled headlong when the burden of it came to nothing more than a tip on a haberdashery sale.

Photo-engraving made it possible to produce facsimile handwriting in quantity. In the first enthusiasm, every direct-mail advertiser, apparently made some use of it, until it eventually became a favorite with medical quacks and sellers of fraudulent securities and mining stocks, after which most reputable advertisers dropped it.

* * *

That script, or facsimile handwriting, has a place in the advertising of a regular proposition is undeniable and direct-mail adver-

A Live Advertising Man

For past year and half exclusive national representative of weekly group. Available only because of combination of circumstances. Previously five years with national advertising department leading New York newspaper. Clean record, highest references. Valuable contacts agencies and advertisers. Merchandising, copy background; instinctive creative ability, personality, wide awake. Age 31. This man will prove an asset to a progressive publication, representative, agency or manufacturer in Eastern territory. Address "C," Box 156, care of Printers' Ink.

Frogs

Courage, self confidence, a small amount of capital, and the desire to be a big frog in a small puddle and make that puddle grow inspires this advertisement.

What I want is a *concrete* interest, by no means necessarily a controlling interest, in a small manufacturing concern wherein my thorough knowledge of merchandising and advertising can become of value.

A background of eight years in my present position in one of the largest puddles has given me a great deal more than my salary in worthwhile experience.

Testimony as to my ability to direct the sales and advertising destiny of some growing concern can be provided by a number of men qualified to so testify in New York City.

Briefly I am 30 years old, married, a Christian, of New England ancestry, and have and can continue to hold a good job.

My salary is \$9,000 a year, but if the future warrants I can get along with less for the present.

Incidentally this is the first "ad" of this type I have ever written.

Address "A.," Box 154, care of Printers' Ink

FOREIGN TRADE

Export Sales - Promotion Executive

Long Experienced — High Ability, and expert knowledge of all angles of export trade, seeks foreign representation of manufacturers of repute; minimum of expense involved. Headquarters at New York. Best references, American.

Address "Z," Box 153,
Printers' Ink.

ABLE EXECUTIVE AVAILABLE—

This man has had a really big record—wants now to place experience with seasoned manufacturer.

He is keen—resourceful—matured—balanced. Splendid background. References of highest character. Would make strong "tie-up" between big agency and client. High grade and salaried man—Christian. Address "X," Box 151, care of Printers' Ink.

COPY WRITER

With successful national accounts to his credit. Prolific in ideas. Colorful writer who never loses sight of practical objectives. Willing and able to produce in large volume. Ten years' experience. New York connection preferred. Address "B," Box 155, care of Printers' Ink.

"GIBBONS knows CANADA"

TORONTO

J. J. Gibbons Limited, Advertising Agents

MONTRÉAL

WINNIPEG

Multigraph Ribbons Re-linked



Send 3 Ribbons
to be Re-linked
at your expense

process costs only \$6.00 a dozen. Try it. A trial order will convince you that it is the best Re-linking you can buy.

W. Scott Ingram, Inc.
57 Murray St., New York City

tisers can still find many effective ways in which to use it. A California member of the Class points out one clever use of the idea by the Hotel St. James, San Diego, on its envelopes. The reverse side of the envelope has the following printed in script on the flap: "I forgot to tell you when in San Diego to stop at the 'St. James.' Absolutely fireproof, San Diego's Tallest Building."

"I can't imagine anyone opening this envelope and throwing it away," comments the Class member, "without reading the little message on the back before realizing that it is printed instead of actually written."

* * *

It is the little extra a salesman does which puts him on the road to the top of the sales record. One sales manager, known to the Schoolmaster, was trying to impress upon his sales force the value of the extra call, the added idea, the opportunity seized instead of overlooked.

He told them about a painter who, though neither a steeplejack nor acrobat saw an opportunity for extra business in flagpoles. The usual house jobs take up most of his year but he takes days off before holidays and paints safe and sane flagpoles, like those which stand before schoolhouses, clubs and public buildings. Prospects are easy to find.

He makes, the sales manager says, \$40 a day, ten days a year, because he knows where to look for the extra order and incidentally he manages to sell a respectable quantity of white paint for some manufacturer.

Classified Advertisements

Rate, 75c a line for each insertion. Minimum order, \$3.75
First Forms Close Friday Noon; Final Closing Saturday

BUSINESS OPPORTUNITIES

Printers' and Bookbinders' Equipment machinery, type, supplies, Kelly presses —cut-cost material. Send for revised preused machine sheet. Conner Fendler Branch, A.T.F. Co., New York City.

BULLETIN of Publishing Properties for Sale, just out. We will be glad to mail you a copy. Harris-Dibble Company, 345 Madison Ave., New York City.

FOR SALE

A complete set of Bound Volumes of PRINTERS' INK Weekly from October 3, 1918 to September 28, 1922, in good condition. Volume numbers 105 to 120. Price for sixteen volumes \$30. Box 621, P. I.

Wanted. Man or organization to sell 3 popular priced items of strong appeal to manufacturers, retailers, newspapers, etc., who use premiums. Exclusive contract and good commission.

AIRUBBER Corporation, Kingsbury and Superior Streets, Chicago, Illinois.

DIRECT SALES MANAGERS: We will print, address, stamp, enclose and post your campaign of circulars, broadsides, catalogs or printed ideas. Small City—Low overhead. Send copy, we do the rest. Reliable, substantial. Printers and Publishers since 1858. The Advance Co., Ogdensburg, N. Y.

Publisher's Representatives. Only magazine in field of 750,000 potential subscribers. Young, growing by leaps and bounds. A few advertising contracts being sold by mail. Ready to place magazine with special representatives in Eastern, Middle Western and Western territories. Liberal commission and co-operation. All office equipment and supply manufacturers and correspondence schools your prospects. Box 628, Printers' Ink.

WANTED

Good Used Metal Furnace. Capacity 1,500 to 2,000 pounds. Prefer one with automatic temperature control. Address D. W. Bernstein, New Orleans States, New Orleans, La.

PUBLISHERS

A new organization is in the process of formation and would like to offer its services to publishers who are looking for advertising representation in the East. We have excellent contacts and can offer a very effective tie-up. Address HT, Room 506, 299 Madison Ave., New York, N. Y.

HELP WANTED

Man Acquainted with the Printing and publishing business, to solicit business for a book bindery; drawing account and chance to acquire interest in business. Box 614, Printers' Ink.

Large industrial concern wants exceptionally high grade copy writer for technical trade journal advertising. Engineering graduate preferred. State salary desired. Give full details of past experience and qualifications. Box 627, P. I.

The New Orleans Item-Tribune is looking for another salesman who can sell. It is ready to add to its display staff a man to whom it can profitably pay a worthwhile salary. Communicate with A. G. Newmyer, Gen. Mgr., Item-Tribune, New Orleans, La.

Advertising Manager for Southern Morning Newspaper. Man with experience, capable to inspire solicitors under him, good knowledge copy writing and layout, forceful solicitor himself. Permanent position. Paper with over 20,000 circulation. Write giving experience, age and salary wanted. Box 647, P. I.

Advertising Promotion Man Wanted to plan and direct the promotion of advertising for large national magazine. The man we want is already engaged in this line of work and can point to results accomplished as an indication of his qualifications for the position. He is seeking a greater opportunity for his talents. State salary desired. Box 637, P. I.

RARE OPPORTUNITY FOR "A" MAN!

Long established, high grade, successful, departmentalized realty brokerage organization, is desirous of engaging

EXPERIENCED EXECUTIVE with organizing ability, possessing good health, forceful, winning personality, capable of handling sales force, and knowing how to analyze sales opportunities. Permanent and lucrative position. State fully your qualifications, which will be treated strictly confidential. Box 620, P. I.

To Represent Photo-Engraver

We wish a young man sensitive to fine craftsmanship to represent us with congenial buyers. The man should instinctively lean away from "go-getter" selling methods toward constructive advisory methods. Buyers are easy to see and success will spring not from electric selling talks but from sound and helpful advice and service. The man should probably be about twenty-five. While experience in this or related fields would be helpful, we would not hesitate to take a man lacking this experience but well qualified by character. On salary our minds are open. The right man will be properly compensated. Box 624, P. I.

SALESMAN

To sell National Advertisers in the Metropolitan District. Unusual Electric Display sign and Dealer Help Specialties. Box 616, Printers' Ink.

SALESMAN for New York City and vicinity to represent large manufacturer of advertising displays, etc., for national advertisers. High-class man with following in this field can make unusual connection with full support of an established organization. Box 632, P. I.

IDEA SALESMAN

Dartnell requires a man (age 25-35) who can trade ideas with sales and advertising executives. He will sell a highly valuable service of proven sales plans. It is a job to be proud of; holds liberal commission income—and unusually bright prospects ahead. If you can really "sell IDEAS," give your history in a brief note. Interview promptly arranged if you are qualified by experience. J. H. FROHLICH DARTNELL CORP., 19 West 44th Street, New York City.

Advertising Agency

There is an opening with one of New York's foremost advertising agencies in the production department for a man with good ideas of Typographic layout and experience in agency production routine. This is a real opportunity for a man who at present feels he is not doing all that he is able to and wishes to exercise more initiative. Write in detail to Box 650, Printers' Ink.

Accounting Executive
Prominent automobile manufacturer has responsible position open for man between 30 and 40 years, who has thorough knowledge of accounting methods, and who has ability to direct activities of others. Preferably a man who can show successful record with efficient manufacturing organization. Give in application, which will be held confidential, complete details regarding past experience, education and personal description. Box 645, P. I.

MISCELLANEOUS**Join My Club of 200**

in the systematic study of Advertising, Selling and Business Writing for the next twenty months.

I have combined several high-grade business courses in one broad treatment that aids the subscriber in qualifying for planning, preparing and managing both sales and advertising activities. The usual drudgery of correspondence courses has been reduced. The reading is of the live sort. Textbooks of college standard used. Loose-leaf Supplementary Helps. Tests are on major topics. Personal correspondence.

The coaching reflects the varied practice of the modern advertising agent and my experience of more than twenty-five years in sales-planning, advertising, writing and teaching. My present group of keen men and women are doing fine work. I can help others.

S. ROLAND HALL

Box 615, Easton, Pennsylvania

POSITIONS WANTED

LET ME lay out and write real sales-getters for you. Advertisements for folders, catalogues and publications. National advertising experience. Rates reasonable. Box 643, Printers' Ink.

Advertising Man, 35; 8 years' experience, copy writer and contact. General knowledge advertising. Wants to locate with advertiser or agency. Best references. Employed. Box 630, P. I.

Assistant to Advertising Executive— Young woman, seeks important job, N. Y. City. Varied 6 yrs'. exp. Available 15th. Now with Twelve Million Corp. as Asst. Mail Mgr. Box 649, P. I.

Copy Writer—Free Lance. Young man, well educated, versatile, experienced in copy (including technical), layout, typography, art work, etc. Part time only. Samples, references. Box 651, P. I.

ART DIRECTOR

Good roughs, excellent knowledge of art sources, varied experience, young, married. Seeks real opportunity. Box 638, Printers' Ink.

VISUALIZER— Good roughs. Complete knowledge, art sources and mediums. Excellent past experience. Young, married, personable. Opportunity only object in making change. Box 639, P. I.

COPY AND LAYOUT MAN
doing neat comprehensive sketches, lettering and visualizations, good writer, desires position, Middle West. Box 641, Chicago Office.

ARTIST

wants evening work. Figures, Lettering, Layouts, design. For a regular connection, very reasonable prices. New York City only. Box 644, Printers' Ink.

Assistant

in Agency or Publication Production Department; experience; salary secondary; age 25; Christian. Box 629, P. I.

POSITION in research department by well-equipped college woman. Statistical, executive-secretary and editorial experience. Box 634, P. I.

Broad visioned, widely experienced sales promotion executive. Seasoned merchandiser and business developer. Producer of letters, folders, etc., that get what they go after. Fully familiar printing details. Healthy, youthful, energetic. Excellent record. Now resident New York City. Box 655, P. I.

ADVERTISING MANAGER

Thoroughly experienced executive in agency rotogravure, (color) black and white. Has produced noteworthy results. Now employed in executive and sales capacity in one of the country's foremost newspapers. Box 626, P. I.

CORRESPONDENT AND SALESMAN
Young man, 23. Good sales-letter writer, Secretary-stenographer. Successful advertising salesman. Newspaper, trade-paper and direct-mail background. Box 633, P. I.

ADVERTISING AND CATALOG MAN
desires position with reliable firm. 18 years' experience with jobbers and publishers. Can furnish the best of references. Box 654, Printers' Ink.

PRODUCTION MAN
desires position with advertising agency. Skilful typographer. Experienced in ordering art, printing, and engravings. Age 26. Box 656, Printers' Ink.

TWO GOOD ONES FOR THE PRICE OF ONE

An A1 secretary and copy assistant combined. College graduate; advertising training and experience. Box 640, P. I.

PRODUCTION MANAGER
Seven years' experience as advertising and sales promotion executive. Familiar with all phases of production and department direction. College graduate. Available April 18. Box 652, P. I.

ADVERTISING ASSISTANT—Young man with several years' experience assisting agency Account Executive desires position in Advertising Department or agency where knowledge of typography, layouts, media, etc., will be valuable. N. Y. City only. Box 642, Printers' Ink.

Need a Secretary?

Sales and advertising managers: Young lady, 25, Christian, well educated, 7 years' finest experience, seeks position of responsibility. Box 653, P. I.

ADVERTISING SOLICITOR seeks position. Eight years' experience selling representative list of daily and Sunday newspapers to New York agencies and advertisers. Good salesman, correspondent and sales letter writer. Understands office management and detail. Age 31. Married. Box 617, Printers' Ink.

Creative Ability

available in the role of assistant to exacting agency executive or strong advertising manager; has conducted advertising department; has worked on copy, layout, typography, printing; Christian, 28; married. Box 648, Printers' Ink.

TODAY IS MY BIRTHDAY

I have taken an inventory of myself, today, on my 25th birthday: I have been a newspaper reporter, and a good one. I have successfully handled publicity campaigns, local and national. I am now advertising manager of a 15,000 circulation newspaper. My 25th birthday finds me wanting a broader field. Would like to interview an established newspaper or magazine representative, or advertising director, the thought being to make a new connection. Box 622, P. I.

SALES PROMOTION SPECIALIST—12 years' sales and advertising experience qualifies me to create a profitable new Sales Promotion Department or to revitalize an old one. Box 623, P. I.

PART TIME ADVERTISING WANTED
Analysis, plan, copy and layout for advertising and sales promotional campaigns. Man experienced in all phases of advertising from post card to Post, capable of selecting most effective mediums. Box 615, Printers' Ink.

ART DIRECTOR available for connection with New York agency. Ten years' experience in agency, direct-mail printing house, art service, and free lance. Proficient artist and knows production. Protestant, 31, married. Excellent recommendations. Box 636, Printers' Ink.

Woman Copy Writer—Fashion Specialist. Full knowledge of all women's wear lines—excellent style sense—reportorial and editorial experience, including writing of editorial sales advertisements, and buying art, engraving, and printing. Well established contacts with leading wholesale and retail houses. Wish connection with advertising agency. Box 618, P. I.

Successful Art Director Seeks New Environment

HE KNOWS advertising, engraving, printing, has practical ideas, has keen vision—his health is good, boasts of eighteen successful years in Art Publicity, has just been increased in salary, still seeks a change—he is your opportunity. Box 625, P. I.

Artist and Visualizer

with background of fourteen years' excellent agency experience, six years charge of department. Versatile, a good visualizer, and a hard worker. Eight years with last connection. Salary, \$5,000. Box 646, Printers' Ink.

Advertising Manager

27, agency trained, experienced in all phases of merchandising and advertising, seeks connection in or near New York. Capable, forceful copy writer, familiar with production details, plans, layouts, research. Experience covers house-organs, all forms of direct-mail and trade-paper advertising. Particularly valuable to a bank, correspondence school or manufacturer. Box 631, Printers' Ink.

I can write good mail-order copy—yet confess I do not know it all; have good knowledge of typography and layout—yet care to know more; admit I am good—**BUT WANT TO BE BETTER**. Have keen ambition to do big things in an advertising way, but have never had just the right opportunity. For 3½ years I was Assistant to Direct-Mail Manager of large New York publisher. Perhaps I am just the man you seek. Box 635, Printers' Ink.

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“What do you know about *candy*? ”

When Mr. George Williamson, maker of world famous OH HENRY! asked us that question, we were frank in denying our specific knowledge of the candy business.

We conceded that experience, undoubtedly a great teacher—*may be* also a great handicap, leading down the calf paths of tradition.

Mr. Williamson hopes to see (and we are planning to produce) a candy campaign as startlingly unique as those we have produced on Clothing, on Radio, on Soap and on Cosmetics—all of which, to start with, we knew *equally nothing* about.

Offsetting the fact that we now know nothing about your business is the fact that we do know something about advertising.



The JOHN H. DUNHAM Company
Advertising
TRIBUNE TOWER
CHICAGO



CHICAGO RUBS ELBOWS WITH NO OTHER METROPOLIS

OF all the world's main markets, Chicago alone commands an independent dominion of far-flung influence—a vast trade empire without a neighboring metropolitan rival.

Chicago looms like a towering peak rising out of fertile plains. Its sweep and scope embrace the heart of America—with 50,000,000 people within a night's ride of this commercial capital.

Southward the nearest large city is St. Louis—284 miles away. Eastward lies Detroit—272 miles away. Uninfringed upon, magnificent, Chicago stands supreme as the distributing center of the United States.

Among American cities that reckon population by the million, the strategic position of Chicago is unique. New York in its proud place as first city must mark its zone of influence within confining circles. Less than 100 miles away, Philadelphia—third metropolis of the nation—sets up its trade barriers under the shadows

of Manhattan's markets. On every hand New York encounters a network of self-sufficient cities until its radius reaches the rim of Boston's domain.

Philadelphia, rubbing elbows with New York, confronts on the south Baltimore—America's eighth city—as a commercial contender. And Detroit, motor monarch and newly found in the million niche, shares its sovereignty with Cleveland, fifth city and long-established maker of many kinds of merchandise.

Chicago has grown to its greatness because it is free from all geographic and economic barriers. In every direction this titan of trade can enlarge its influence to the fullness of its destiny as the master market of America.

The manufacturer who builds his business in the Chicago territory is capitalizing on the biggest present and investing in the greatest future that America holds today.

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER
Circulation 760,000 daily; 1,200,000 Sunday

